КазМұнайГаз
NATIONAL COMPANY ҰЛТТЫҚ КОМПАНИЯСЫ

Global Standards. National Priorities

2025 Annual Report

Cover

Elvira Yesetova, Lead Engineer at KPI, was chosen to feature on the cover of the 2025 Report. For several years now, the Company has been running programmes to unlock the potential of women and young professionals. Elvira represents this particular segment of our employees. She also embodies the qualities inherent in KMG such as energy, commitment to continuous development, and the pursuit of new knowledge and horizons.

Elvira was born in 1992. From an early age, she was passionate about technical disciplines and aspired to become an engineer. She graduated from Kazakh-British Technical University with a degree in Petroleum Engineering and holds an IPMA Level D Project Management certificate. Elvira has served as the lead engineer since 2019 and contributes to projects designed to develop a new strategic business line within the Company. “Working at KPI is exciting, and I gained unique insights during the plant start-up,” says Elvira.

Disclaimer

The Annual Report includes statements that are, or may be deemed to be, forward-looking statements relating to KMG’s future operating performance based on projections and estimates of the Company’s management based on the current situation. Forwardlooking statements cover all matters that are not historical facts. They include, but are not limited to, statements regarding KMG’s intentions, beliefs and current expectations concerning the Company’s performance, financial condition, liquidity, prospects, growth, strategies and the industries in which the Company operates. By their nature, forward-looking statements involve risk and uncertainty because they relate to future events and circumstances that may or may not occur, i.e., due to the influence of various objective factors, actual performance may differ from these projections and estimates

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About the Report

KazMunayGas National Company Joint-Stock Company (KazMunayGas NC JSC, KMG, Company, KMG Group) presents its 2025 Annual Report.

The Report was approved by the KMG Board of Directors on 28 April 2026.

Editorial message and the key topic of the Report

KMG takes consistent steps to deliver on its Development Strategy (the "Strategy") designed to enhance the nation's energy security, improve business efficiency, and create long-term value for all stakeholders. The Company's operations build on financial discipline, technological advancement, and responsibility towards society and the environment.

KMG's 2025 Annual Report outlines how the key strategic priorities, including resource development, further progress in the petrochemical segment, financial resilience, and social responsibility, shape the Company's future growth potential. The Report also shines light on the sustainability approach of KMG as an integral part of its business model and corporate governance.

The visual concept of the 2025 Annual Report is built around a minimalist and modern design dominated by a white and blue colour palette, which reflects the Company's strategic focus on sustainable development and technological transformation. The design incorporates images of actual production facilities and investment projects under implementation presented as 3D illustrations, as well as AI-enhanced photographs.

We hope that this Report will serve as an effective tool to facilitate our dialogue with shareholders, investors, partners, employees, and all stakeholders.

Report boundaries

This Report covers the performance of KazMunayGas NC JSC, its subsidiaries included in the consolidation perimeter of KMG Group, joint ventures, and associates in accordance with the International Financial Reporting Standards (IFRS) for the reporting period.

The information is presented within the geographical regions of KMG Group's operations and reflects key financial, production, and non-financial indicators.

Production indicators are disclosed in proportion to KMG's interest in joint ventures and associates and on a 100% basis for fully consolidated subsidiaries, unless otherwise specified.

Indicators and calculations included in the Report are rounded for the ease of presentation. However, we used precise unrounded figures for the purposes of analysing trends and comparing periods. In the Company's view, any differences arising from rounding and aggregation of individual indicators do not materially affect the interpretation of operational and financial results.

Financial information for the financial year ended 31 December 2025 and for the financial years ended 31 December 2024 and 2023 is taken from the Company's consolidated financial statements.

Financial indicators were calculated in millions of tenge. In certain sections of the Report, indicators are presented in billions of tenge and, for information purposes, translated into US dollars. As a result of rounding and currency/unit conversions, totals may slightly differ from the arithmetic sum of the respective components; however, this does not affect their analytical comparability.

Standards and requirements applied in the Report

The Annual Report and the annexed consolidated financial statements were prepared in accordance with the IFRS, the law of the Republic of Kazakhstan, the Corporate Governance Code of KazMunayGas NC JSC, the Information Disclosure Rules for Listing Initiators of the Kazakhstan Stock Exchange, and the AIFC Market Rules.

The Company's annual public reporting framework

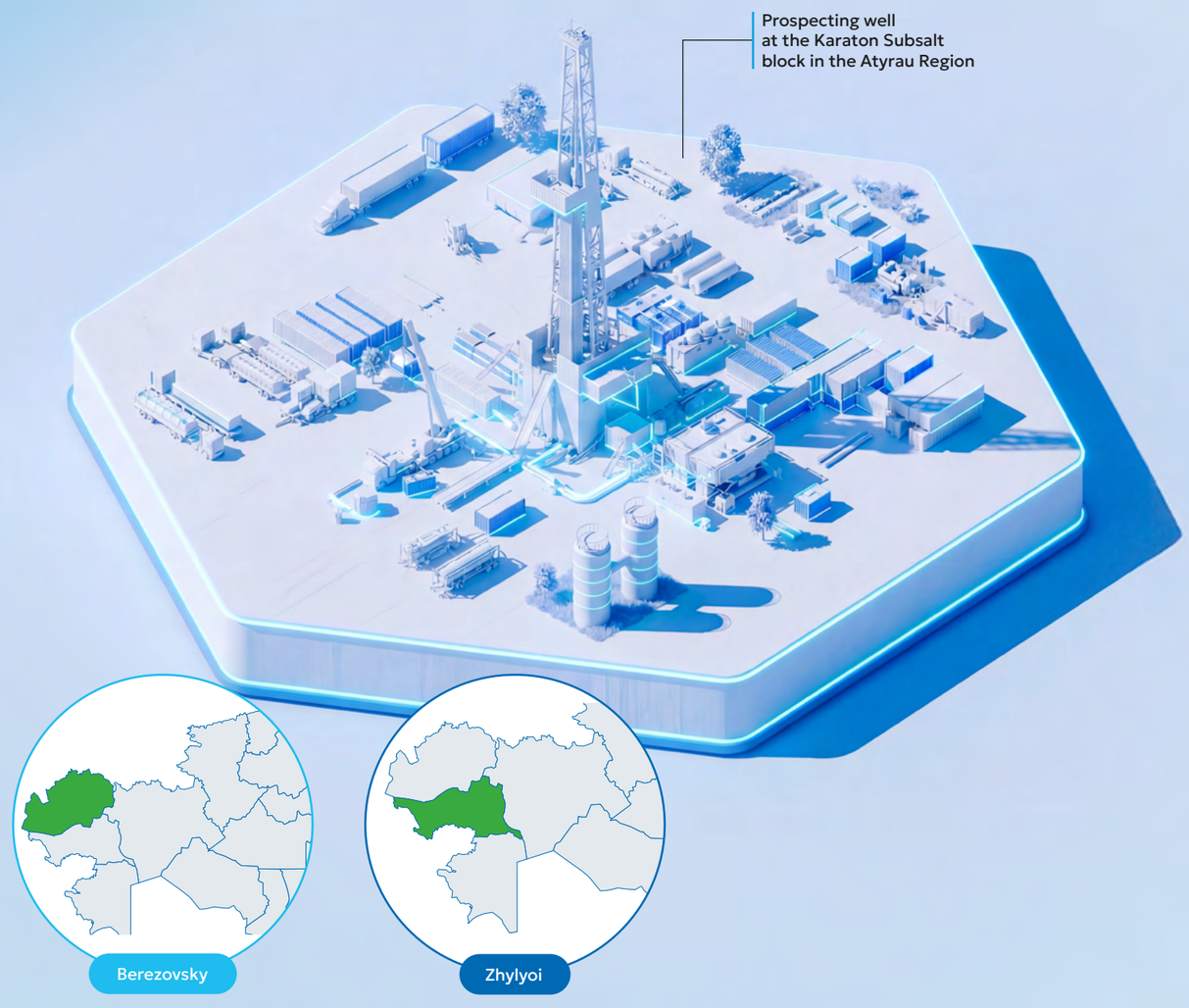
The annual public reporting framework of KMG ensures comprehensive and transparent disclosure of information on KMG Group's performance, including financial, operational and non-financial aspects, in accordance with the IFRS, the law of the Republic of Kazakhstan and international best practices.

- Consolidated financial statements – **https://www.kmg.kz/en/investors/reporting/**
- Annual Report – **https://www.kmg.kz/en/investors/reporting/**
- Semi-Annual Report – **https://www.kmg.kz/en/investors/reporting/**
- Sustainability Report – **https://www.kmg.kz/en/investors/reporting/**
- Quarterly investor presentation on financial and operating results – **https://www.kmg.kz/en/investors/reporting/**
- Press release on operating results – **https://www.kmg.kz/en/investors/reporting/**
- Press release on financial results – **https://www.kmg.kz/en/investors/reporting/**
- Report on payments to government – **https://www.kmg.kz/en/investors/reporting/**
- Analytical Handbook – **https://www.kmg.kz/en/investors/reporting/**
- CDP (Carbon Disclosure Project) Corporate Questionnaire – **https://www.kmg.kz/en/investors/reporting/**
- Website: **https://www.kmg.kz**
- Interactive version: **https://www.kmg.kz/en/investors/reporting/**

Exploration

Strategic goal

resource base sufficient to support the Company's growth



KMG and Sinopec: Berezovsky project

The Ministry of Energy of the Republic of Kazakhstan, KMG and China's Sinopec[1] signed a hydrocarbon exploration and production contract for the complex subsoil area of the Berezovsky block located in the West Kazakhstan Region.

- West Kazakhstan Region
- Project implemented on a 50/50 parity basis with carry financing
- Akkaiyn Operating LLP as the project operator

Prospects: the Berezovsky block's potential is associated with subsalt formations of the northern marginal zone of the Caspian basin where targets are located at significant depths in a complex geological and technical environment.

KMG and CNOOC: Zhylyoi project

The Ministry of Energy of the Republic of Kazakhstan, KMG and China's CNOOC[2] signed a hydrocarbon exploration and production contract for the complex subsoil area of the Zhylyoi block located in the north-eastern part of the Caspian Sea. This is the first time CNOOC is making investments in the Republic of Kazakhstan.

- Atyrau Region
- Project implemented on a 50/50 parity basis with carry financing
- Zhylyoi Operating LLP as the project operator

Prospects: the Zhylyoi block is located in the transit zone of the north-eastern Caspian Sea, which poses certain technical challenges while also creating new opportunities for the application of advanced exploration and production technologies. The block's potential is associated with suprasalt and subsalt formations of the southern marginal zone of the Caspian basin.

Drilling of deep prospecting wells

In 2025, KMG completed drilling of two deep wells under the Turgai Palaeozoic project in the Kyzylorda Region and the Karaton Subsalt project in the Atyrau Region, with depths of 5,585 m and 5,750 m, respectively.

Based on drilling results at the Karaton Subsalt block (southern margin of the Caspian sedimentary basin), we identified promising intervals, which are scheduled for testing in 2026.

For more details on exploration projects, see **p. 74-77**

[1] Sinopec is a large Chinese integrated energy and chemical company.
[2] CNOOC is a leading offshore oil and gas producer in China and one of the world's largest independent oil and gas companies.

Downstream

Strategic goal

improved efficiency across the Company's value chain

4
largest oil refineries in Kazakhstan and a production facility comprising

2
refineries in Romania, processing crude oil and delivering a broad range of oil products.

21.0 ^+9.5% **mln tonnes**
processing of hydrocarbons

Kazakhstan's refineries set new records

14.7 mln tonnes
record hydrocarbon processing volume at Kazakhstan refineries.

13.5 mln tonnes
all-time high production of oil products at Kazakhstan refineries.

4.6 mln tonnes
all-time high petrol production.

5.1 mln tonnes
all-time high diesel fuel production.

90.1%
all-time high refining depth.

77.7%
record light product yield.

Light product yield, %

76.72	Atyrau Refinery
74.34	Pavlodar Refinery
81.68	Shymkent Refinery
77.7	Average for three refineries

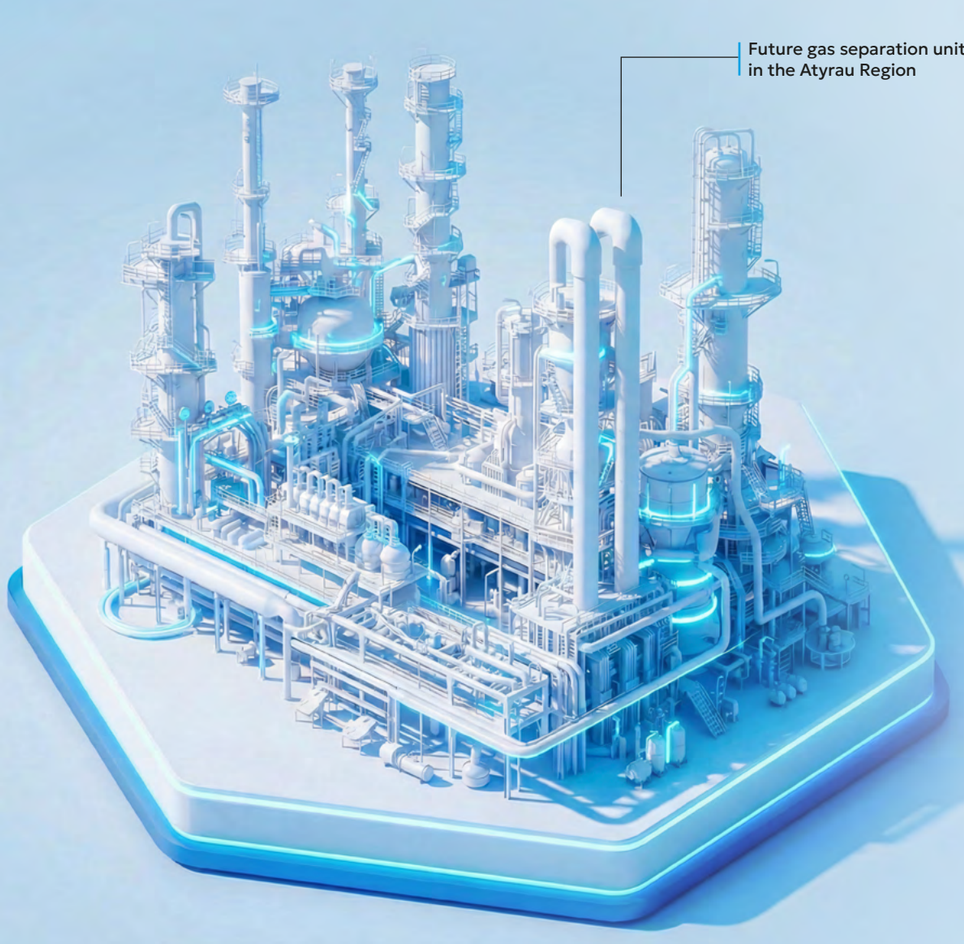
Refining depth, %

88.24	Atyrau Refinery
93.95	Pavlodar Refinery
88.16	Shymkent Refinery
90.1	Average for three refineries

Development of **the petrochemical industry**

Strategic goal

business diversification and product portfolio expansion



KPI is the country's first integrated gas chemical complex

- Design capacity of **500 thous. tonnes of granulated polypropylene per year**
- The facility produces **15 grades of polypropylene**, including premium ones. Five grades from the product portfolio were not previously manufactured in Kazakhstan
- Project participants:
  - KMG (49.5%),
  - SIBUR Holding (40%),
  - Samruk-Kazyna Ondeu (9.5%),
  - Firm Almex Plus (1%)

In 2025

377 ^+51.4% **thous. tonnes**
polypropylene output

39.2 ^+71.3% **thous. tonnes**
domestic polypropylene sales volumes

326 ^+44% **thous. tonnes**
export polypropylene sales volumes

exceeded 67%
KPI's share of the domestic polypropylene market

more than 149 Kazakhstan processing companies cooperated with KPI (vs 65 companies in 2024)

Kazakhstan's reliance on polypropylene imports declined from 17% in 2024 **to 8%** in 2025

Launching major construction works of the Silleno polyethylene plant

- Construction began on the grounds of the National Industrial Petrochemical Technopark special economic zone in the Atyrau Region
- Silleno products will substitute some 90% of imported polyethylene grades
- Project participants:
  - KMG (40%)
  - Sinopec Overseas Investment Holding (30%)
  - SIBUR Holding (30%)
- Some **8,000 new jobs** at peak construction
- Approximately **800 permanent jobs** following production launch
- Production launch is scheduled for 2029
- The planned product range comprises **more than 20 polyethylene grades** (with the premium segment accounting for 40%)
- Finished products will target both the domestic market and exports to the CIS, Europe, China, and Türkiye.

1.25 mln tonnes
design capacity of polyethylene per year

Technological **leadership**

Strategic goal

improved efficiency across the Company's value chain

KMG Control Centre Analytical System

Computer Vision system

The system harnesses artificial intelligence to analyse video streams in real time, monitor compliance, and automatically notify security services of violations.

TUMAR smart system

TUMAR, an automated smart system, ensures safety during hazardous operations in well services and workovers.

- TUMAR automatically detects violations and activates visual or audio alerts in the event of a threat.
- In total, nearly **15 thous. images** were processed to train the models, with more than **183 thous. objects** labelled across 16 classes.

Deployment of predictive analytics pilots

Software incorporating predictive equipment failure analytics enables advance planning of maintenance operations and ensures uninterrupted production processes.

ABAI Information System

- The smart system comprises multiple independent modules designed to streamline processes in exploration, drilling, field development, and economic performance assessment.
- **Advanced Base Artificial Intelligence (ABAI)** is a full-scale big data project powered by artificial intelligence technologies.
- KMG Engineering, a wholly owned subsidiary of KMG, acts as the system developer.

For more details on KMG's innovative projects, see **p. 118-125**

Financial **resilience**

Financial discipline as the foundation of resilience

- Stable generation of free cash flow.
- Liquidity hitting its highest level since 2018 (**USD 6.2 bln**).
- Balanced debt maturity profile.
- Net debt declining to a historic low of **USD 742 mln**.
- Low leverage providing sufficient borrowing capacity to implement major investment projects.

Diversification of capital markets

In 2025, KMG issued CNY-denominated bonds. The debut Dim Sum bonds were listed on the Hong Kong Stock Exchange and the Astana International Exchange, enhancing the Company's visibility in international capital markets.

Issue details:

- coupon rate of **2.950%**;
- yield of **3.150%**;
- issue volume of **CNY 1.25 bln**;
- maturity period of **5 years**.

Total demand reached approximately CNY 3.8 bln, reflecting strong investor interest and confidence in KMG's credit quality.

"This issue is not merely a financial transaction, but a strategic move designed to diversify funding sources, broaden the investor base, and actively tap into Asian capital markets."

Diana Aryssova,
Deputy Chairperson of the Management Board

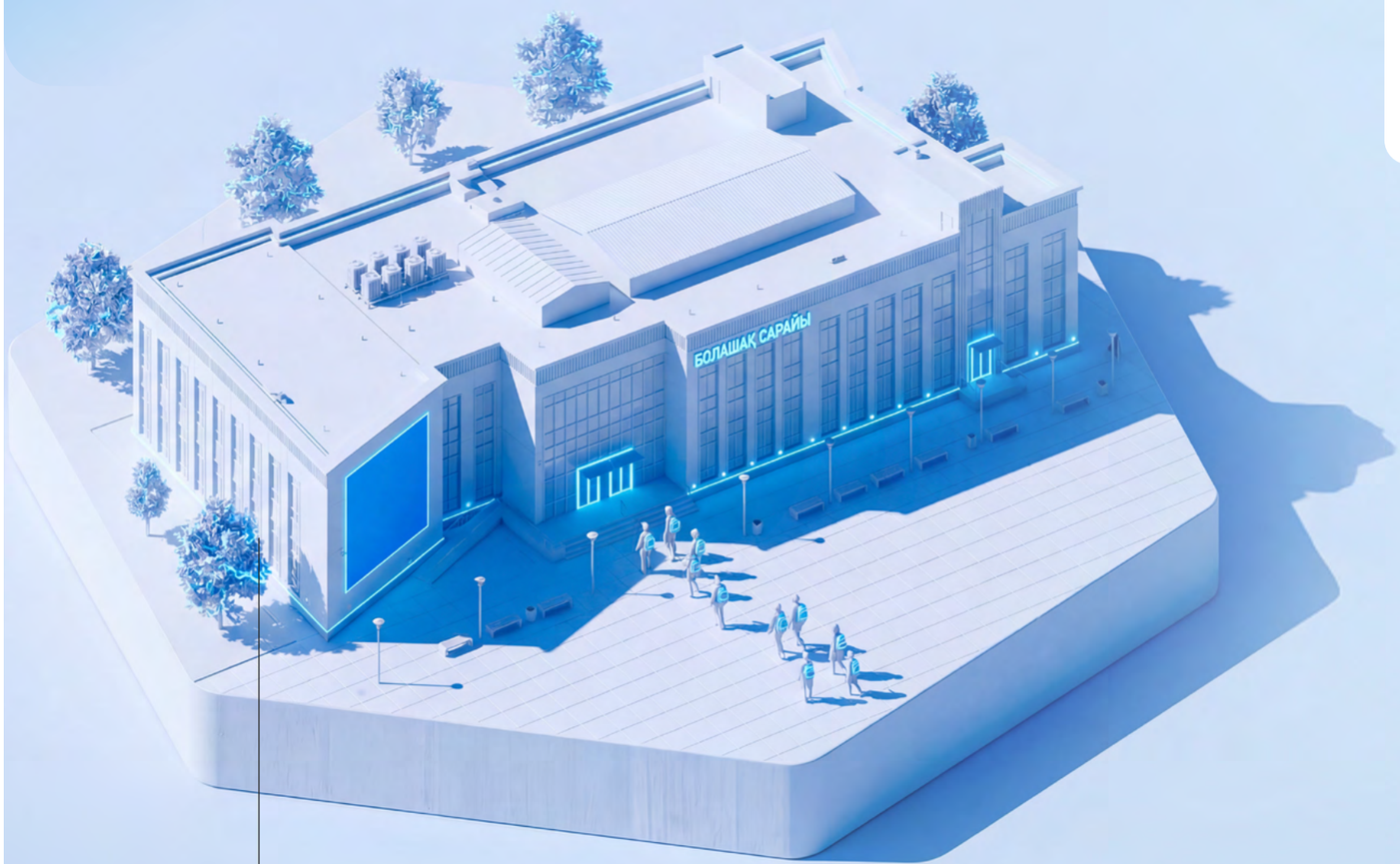
Investment-grade credit ratings

KMG's credit ratings are aligned with the sovereign ratings of the Republic of Kazakhstan.

Credit ratings: sovereign ratings of Kazakhstan, KMG

	Moody's	S&P Global Ratings	FitchRatings
Kazakhstan	**Baa1** (Stable)	**BBB-** (Positive)	**BBB** (Stable)
KMG	**Baa1** (Stable)	**BBB-** (Stable)	**BBB** (Stable)

Social responsibility



A modern Schoolchildren Palace (Bolashaq Sarayi) opened in Zhanaozen

Development of the Company's regions of operation

Kenderly plant: a new source of drinking water in Zhanaozen

KMG constructed a desalination plant 100 km away from Zhanaozen on the instruction of the President of Kazakhstan.

- One of the Company's largest social infrastructure projects in the Mangistau Region
- Plant capacity of **up to 50 thous. m³ per day**
- Project implemented by Ak Su KMG, a subsidiary of Ozenmunaigas

A modern Schoolchildren Palace (Bolashaq Sarayi) opened in Zhanaozen

- Total area of over **3 thous. m³**
- Capacity of **350 students** at a time
- Designed for shift-based attendance of **up to 1.5 thous. students**
- Featuring modern educational and creative facilities

Year of Working Professions at KMG

Kassym-Jomart Tokayev, President of Kazakhstan, designated 2025 as the Year of Working Professions. KMG was among the first companies in the country to support this initiative.

- **More than 44 thous.** blue-collar employees work at KMG's production facilities

JanAru educational programme

As part of the Year of Working Professions and in support of the country's gender policy, KMG launched an educational programme designed to help women pursue careers in blue-collar roles in the oil and gas industry.

The programme's objective is to support the professional and personal development of women employed at production facilities.

- **47 participants**
- **12 subsidiaries and associates**
- Roles include the pumping station operator, reservoir pressure maintenance operator, oil and gas production operator, well testing operator, control panel operator, product-handling operator, chemical laboratory technician, electrician, and cook.

ALYP programme to foster professional development and lean culture

- **63 young talents** proposed initiatives to improve production efficiency
- **13 subsidiaries and associates**
- **49 projects** implemented to enhance operational performance, HSE and digital processes
- Expected annual economic effect of **around KZT 989 mln**

#1 STRATEGIC REPORT

In 2025, KMG's Strategy focused on adapting to the evolving global energy landscape and establishing a sustainable model for long-term growth. The Company prioritised improving efficiency, financial stability, diversification and business transformation, taking into account energy and climate trends.

Company overview

KMG today

KazMunayGas National Company JSC is Kazakhstan's leading vertically integrated oil and gas company.

Founded in 2002, the Company contributes to the development and implementation of a unified state policy in the oil and gas sector and acts on behalf of the state in subsoil use contracts through equity participation.

KMG operates assets across the entire production cycle from exploration and production of hydrocarbons to transportation, refining, petrochemicals, and provision of oilfield services.

National leader of Kazakhstan's oil and gas industry

Kazakhstan's

No. 1

- in oil production
- in oil transportation
- in oil refining

KMG is among the largest employers in Kazakhstan, providing employment to more than 52 thous. people

Shareholders

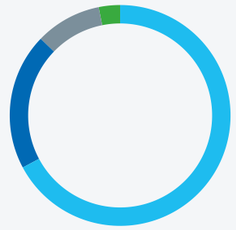
KMG is owned by Sovereign Wealth Fund Samruk-Kazyna (the Fund, Samruk-Kazyna) – 67.42%, Kazakhstan's Ministry of Finance – 20%, the National Bank of Kazakhstan (NBK) – 9.58%, and public investors – 3% (free float on the Kazakhstan Stock Exchange (KASE) and Astana International Exchange (AIX)). The shares owned by the Ministry of Finance of the Republic of Kazakhstan and the National Bank of the Republic of Kazakhstan are under Samruk-Kazyna's trust management.

Samruk-Kazyna is a sovereign wealth fund focused on enhancing the national welfare of the Republic of Kazakhstan by increasing the long-term value of the Fund Group's portfolio companies and ensuring efficient management of the Fund Group's assets.

The Ministry of Finance of the Republic of Kazakhstan is a central executive state body responsible for leadership and, within the limits established by law, intersectoral coordination in areas falling within its competence.

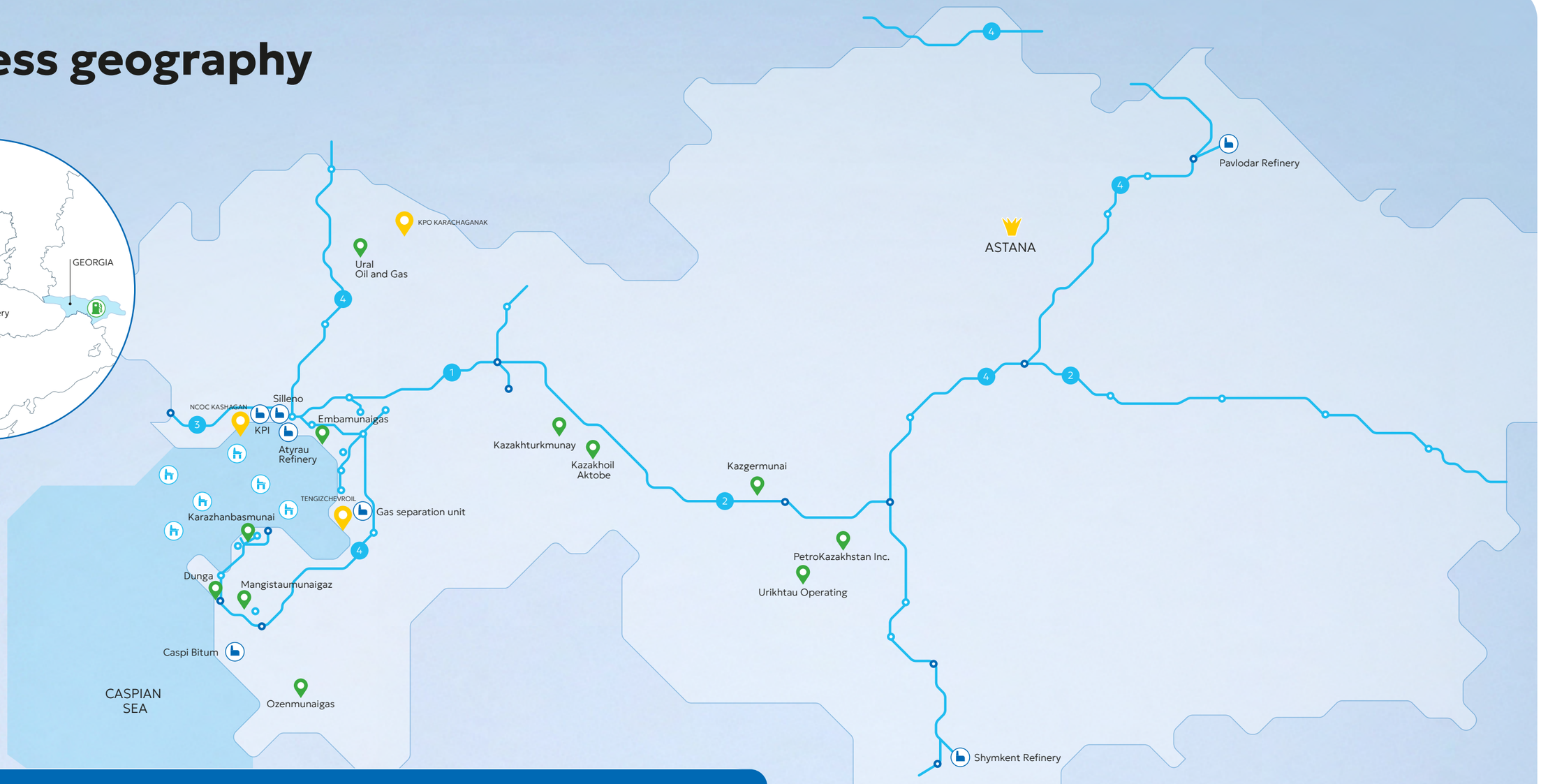
The National Bank of Kazakhstan is the central bank of Kazakhstan representing the upper (first) tier of the banking system of Kazakhstan.

KMG shareholders, %



67.42	Sovereign Wealth Fund Samruk-Kazyna
20	Kazakhstan's Ministry of Finance
9.58	National Bank of Kazakhstan
3	Free float on the KASE and AIX

Business geography



FOOTHOLD IN KEY MARKETS

Oil sales

67 Exports (primarily to Europe)

33 Domestic market

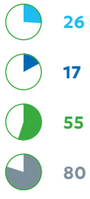
Oil product sales at the level of KMG's Corporate Centre

91 Domestic market

9 Exports (Europe, China, Russia)

MARKET SHARES

Kazakhstan



26 Oil production

17 Gas production

55 Transportation

80 Refining

- Operating production assets
- Megaprojects
- Oil pumping station
- Head oil pumping station
- Exploration and production
- Operating oil pipeline

1. MunaiTas North-West Pipeline Company (MunaiTas)
2. Kazakhstan–China Pipeline (KCP)
3. Caspian Pipeline Consortium (CPC)
4. KazTransOil (KTO)
- Refinery
- Filling station

Asset structure

The presented asset structure is provided for analytical purposes only and does not fully correspond to the allocation of assets by operating segments disclosed in the Segment Reporting note to the consolidated financial statements. For the classification of key subsidiaries, joint ventures, and associates in accordance with the consolidated financial statements, see the Financial Review section.

Exploration and production

Operating assets:

- 100% Ozenmunaigas (OMG)
- 50% Mangistaumunaigaz (MMG)
- 100% Embamunaigas (EMG)
- 50% JV Kazgermunai (KGM)
- 33% PetroKazakhstan Inc.
- 50% Karazhanbasmunai (KBM)
- 50% Kazakhoil Aktobe (KOA)
- 100% Kazakhturkmunay (KTM)
- 100% Urikhtau Operating (UO)
- 60% Dunga Operating GmbH[1] (Dunga)
- 50% Ural Oil and Gas (UOG)
- 100% KMG Barlau

Megaprojects:

- 20% Tengizchevroil (TCO, Tengiz)
- 10% Karachaganak Petroleum Operating[2] (KPO, Karachaganak)
- 16.88% North Caspian Operating Company[3] (NCOC, Kashagan)

Oil transportation

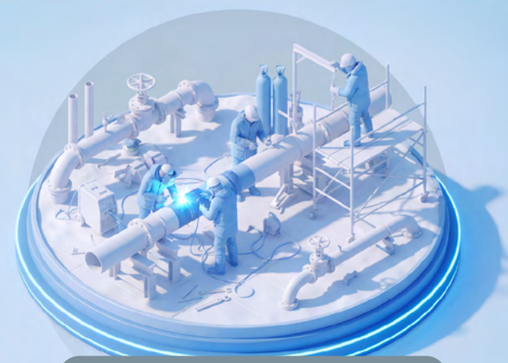
- 90% KazTransOil (KTO)
  - 50% Kazakhstan–China Pipeline (KCP)
  - 51% MunaiTas North-West Pipeline Company (MunaiTas)
  - 100% Batumi Oil Terminal
- 20.75% Caspian Pipeline Consortium-R[4] (CPC-R)
- 20.75% Caspian Pipeline Consortium-K[4] (CPC-K)
- 100% NMSC Kazmortransflot (KMTF)

[1] Dunga Operating GmbH is a 100% consolidated subsidiary that holds a 60% interest in the Production Sharing Agreement for the Dunga project.
[2] KMG Karachaganak is a 100% consolidated subsidiary that holds a 10% interest in the Final Production Sharing Agreement for the Karachaganak project.
[3] KMG Kashagan B.V. is a 100% consolidated subsidiary that holds a 16.88% interest in the North Caspian Production Sharing Agreement.
[4] 19% is held directly by KMG, with 1.75% held through the Kazakhstan Pipeline Ventures LLC joint venture.

Refining and petrochemicals

- 100% Pavlodar Refinery
- 99.53% Atyrau Refinery
- 49.72% PetroKazakhstan Oil Products[5] (PKOP)
- 50% Caspi Bitum
- 100% KMG International N.V. (KMG International)
  - 54.6% Rompetrol Rafinare SA (Petromidia Refinery)
  - 54.6% Rompetrol Rafinare SA (Vega Refinery)
- 49.5% Kazakhstan Petrochemical Industries Inc. (KPI)
- 40% Silleno[6]
- 100% KMG PetroChem
- 100% KazMunayGas-Aero
- 49% KC Energy Group

[5] 49.72% is an indirect interest held through a 50% stake in Valsera Holdings B.V., which, in turn, holds a 99.43% interest in PetroKazakhstan Oil Products. For the purposes of assessing production performance of the Shymkent Refinery, the PKOP share in output is assumed at 50%.
[6] KMG holds a 29.9% interest directly, with 10.1% held through its subsidiary, KMG PetroChem LLP.

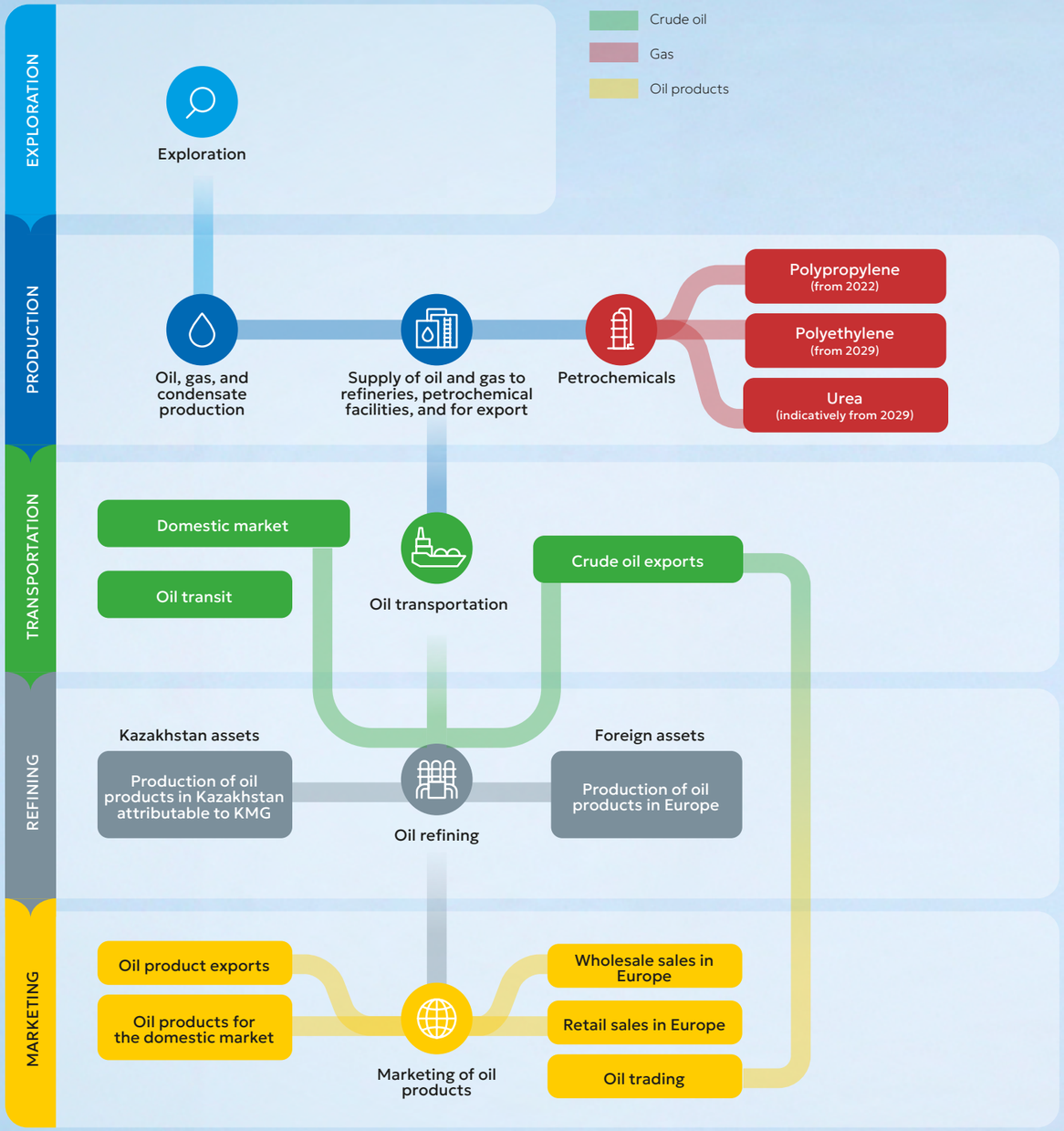


Oilfield services and other

- 100% KMG Drilling & Services
- 100% Oil Services Company
- 100% Oil Construction Company
- 100% Ken-Kurylys-Service
- 100% KMG Systems & Services
- 100% Kazakh Gas Processing Plant (KazGPP)
- 50% KazRosGas (KRG)
- 48.996% TenizService
- 49% KMG Nabors Drilling Company
- 49% KMG Parker Drilling Company
- 49% KMG Automation
- 100% KMG Engineering

Business model

HOW WE CREATE VALUE



Full vertical integration across the value chain creates synergies between segments, improves operational efficiency, enhances cost control, and reduces exposure to commodity price volatility.

EXPLORATION AND PRODUCTION OF OIL AND GAS

Proved plus Probable Reserves (2P):

724 mln toe

5,626 mln boe

Oil and condensate production:

26.2 mln tonnes;

544 thous. bbl per day

Gas production

11.4 bln m³

USD 3,063 mln
EBITDA

OIL TRANSPORTATION

Oil transportation

83.3 mln tonnes:

- pipeline transportation – **72.6 mln tonnes;**
- marine transportation – **10.7 mln tonnes**

8,923 km
total length of oil trunklines

USD 665 mln
EBITDA

REFINING AND TRADING OF CRUDE OIL AND REFINED PRODUCTS

Oil refining

21.0 mln tonnes

- Kazakhstan refineries – **14.7 mln tonnes;**
- Romania refineries – **6.3 mln tonnes**

Polypropylene production attributable to KMG:

187 thous. tonnes

USD 922 mln
EBITDA

2031 goals and objectives:

- 240 mln tonnes of total oil output from 2022 to 2031
- Increase gas production
- Accelerate reserve-to-production conversion
- Explore prospective blocks
- Develop additional oil export routes
- Improve capacity utilisation efficiency
- Deliver petrochemical projects

Stakeholder value

With leadership and presence across all sectors of Kazakhstan's oil and gas industry, from exploration to product sales, KMG is well-positioned to create value for a wide range of stakeholders. KMG makes regular payouts to shareholders, duly meets its obligations to investors and creditors, and is a major employer and taxpayer. The Company promotes mutually beneficial cooperation with partners, invests in social projects, and ensures high standards of environmental protection.

KZT 300 bln
dividends to shareholders

KZT 2,284 bln
taxes and payments to the budget of Kazakhstan (including joint ventures)

52 thous. employees
permanent jobs

KZT 31 bln
social support for employees

70 types
of social benefits for employees, their family members and non-working pensioners

KZT 4.2 bln
social investments under subsoil use contracts

KZT 2,253 bln
volume of supplied goods, works and services, including long-term procurement contracts

78%
share of in-country value in procurement

Investment case

Why Kazakhstan?

Unique geography
Kazakhstan benefits from its unique geographical position, a substantial resource base and a strategic location at the intersection of major trade routes. Approximately 85% of overland freight traffic between Europe and China passes through the country.

Stable economy
Kazakhstan has the largest economy in Central Asia, accounting for more than 50% of the region's aggregate GDP. The country demonstrates sustained growth momentum.

Favourable investment climate and stable regulatory environment
The abolition of export customs duties on oil from new offshore fields and the introduction in 2023 of an updated legislative and tax framework for complex projects under the Improved Model Contract have helped create a more favourable and predictable investment environment in Kazakhstan.

Why KMG?

National oil and gas company
- KMG is the national oil and gas company of Kazakhstan authorised to represent the state interests in the hydrocarbon sector. This status provides institutional support and access to state policy tools.
- Government support includes fiscal and tax incentives that help streamline the economics of mature assets and allow reinvestment in efficiency improvements.
- A flexible and predictable dividend policy takes into account the Company's free cash flow and leverage levels.

KMG's impact on Kazakhstan economy
- Dominant market position. KMG accounts for 26% of oil production and 17% of gas production in the country, as well as around 55% of oil transportation and approximately 80% of domestic refining capacity.
- Systemically important role in the economy. KMG ensures consistent budget revenues, reliable shareholder returns, and fulfilment of obligations to investors and creditors. The Company is one of the largest employers in Kazakhstan.

Full vertical integration across the value chain
- KMG has a diversified portfolio of assets across the entire oil and gas value chain – from exploration and production of hydrocarbons to transportation, refining, petrochemicals, and provision of oilfield services.

Why now?

Industry leadership

Exploration
- Priority access to subsoil use rights through direct negotiations.
- Prospective portfolio of exploration assets.
- Robust exploration activities (subsoil exploration 1.0 and subsoil exploration 2.0).
- Significant resource potential and production growth prospects.
- Extensive geological and geophysical data bank.
- Attracting strategic partners under carry financing arrangements.

For more details, see **p. 74-77**

Production
- In addition to its own portfolio of production assets, KMG holds significant stakes in Kazakhstan's three largest megaprojects (Tengiz, Karachaganak, and Kashagan), which ensure access to a reliable resource base and stable production levels.

For more details, see **p. 78-95**

Refining and marketing
- Leadership in oil refining.
- State-of-the-art and upgraded refining capacities.
- Implementation of advanced refining technologies.
- Potential for further expansion of refining capacity.
- Secured access to feedstock supply.
- Increased refining depth and added value.

For more details, see **p. 104-115**

Oil transportation
- Reliable access to key export routes.
- Diversified portfolio of oil transportation assets.
- Control over trunkline infrastructure.
- Own tanker fleet.
- Leading market position in the oil transportation sector.
- Export growth potential.
- Transportation assets provide access to key export corridors.
- KazTransOil (90% subsidiary of KMG) is the national oil trunkline operator of the Republic of Kazakhstan.
- National Maritime Shipping Company Kazmortransflot (100% subsidiary of KMG) is the largest shipping company in Kazakhstan.

For more details, see **p. 96-104**

Financial resilience
- Investment-grade credit ratings from the three leading international rating agencies.
- Balanced debt profile.
- Stable access to international capital markets.
- Disciplined financial policy.

For more details, see **p. 12-13, 126-139**

Petrochemical projects as a new growth driver
The development of petrochemicals strengthens the Company's vertical integration and increases added value across the entire value chain.

For more details, see **p. 8-9, 67- 70**

Balanced and experienced management
The management team combines deep industry expertise with a disciplined approach to risk and capital management, ensuring operational resilience and balanced allocation of investment resources.

For more details, see **p. 215-224, 246-254**

Modern corporate governance framework
The Company has a modern corporate governance framework aligned with international best practices and public capital market requirements.

For more details, see **p. 208-211, 280**

Commitment to sustainable development (ESG)
KMG consistently upholds sustainability principles by integrating ESG approaches into its Strategy, operations, and investment decisions.

For more details, see **p. 140-194**

Performance highlights

Financial performance

EBITDA, USD mln

2025	4,591
2024	4,264
2023	4,398

Net debt, USD mln

2025	742
2024	2,214
2023	3,620

Revenue, USD mln

2025	17,977
2024	17,750
2023	18,236

Free cash flow, USD mln

2025	2,365
2024	2,555
2023	2,157

Net profit, USD mln

2025	2,056
2024	2,332
2023	2,031

Net Debt / EBITDA (x)

2025	0.16
2024	0.52
2023	0.82

Share in the earnings of joint ventures and associates, USD mln

2025	1,497
2024	1,132
2023	1,171

CAPEX on an accrual basis, USD mln

2025	1,309
2024	1,526
2023	1,761

CAPEX on a cash basis, USD mln

2025	1,281
2024	1,374
2023	1,498

Environmental highlights

NO_x emissions, tonnes per 1,000 tonnes of produced hydrocarbons

2025	0.36
2024	0.39
2023	0.35

SO_x emissions, tonnes per 1,000 tonnes of produced hydrocarbons

2025	0.18
2024	0.23
2023	0.23

APG flaring rate, tonnes per 1,000 tonnes of produced hydrocarbons

2025	1.70
2024	1.45
2023	1.40

Operational highlights

2P hydrocarbon reserves, mln toe

2025	724
2024	716
2023	733

Oil and gas condensate production, thous. tonnes

2025	26,211
2024	23,837
2023	23,532

Natural and associated gas production, mln m^3

2025	11,450
2024	9,554
2023	9,459

Oil transportation, thous. tonnes

2025	83,330
2024	83,478
2023	80,359

Oil refining, thous. tonnes

2025	20,980
2024	19,158
2023	19,593

Social highlights

Employee headcount[1]

2025	52,035
2024	52,600
2023	51,405

LTIR[2]

2025	0.21
2024	0.22
2023	0.30

FAR[3]

2025	1.01
2024	1.03
2023	2.11

Social stability level (Samruk Research Services index), %

2025	84
2024	79
2023	75

[1] Includes employees from consolidated companies with an ownership interest of 51% or above. Headcount includes the actual headcount for KMG Group, as well as employees who are temporarily absent due to long-term education or maternity leave and/or parental leave.
[2] Lost Time Incident Rate.
[3] Fatal Accident Rate.

Statement from the Chairman of the Board of Directors

As part of the global economy, Kazakhstan is embarking on large-scale digitalisation, in line with the strategic priorities set out in the Address of Kassym-Jomart Tokayev, President of the Republic of Kazakhstan.

Nurlan Zhakupov
Chairman of the Board of Directors at KMG

Dear shareholders, investors, and partners,

In 2025, the global energy market continued its transformation amid geopolitical instability, tighter trade restrictions and accelerated technology development. The defining feature of the year was a shift in the market balance towards a sustained supply surplus, which increased price volatility and raised the bar for operational efficiency and investment discipline across the industry.

As part of the global economy, Kazakhstan is embarking on large-scale digitalisation, in line with the strategic priorities set out in the Address of Kassym-Jomart Tokayev, President of the Republic of Kazakhstan.

Responding to these challenges in 2025, the Company focused on key strategic priorities, including the consistent improvement of operational efficiency and adaptation of its business model to changing realities through the implementation of advanced technologies. This approach upholds the Company's long-term resilience and its ability to ensure the country's energy security.

KMG's role in national economy

Oil remains the cornerstone of Kazakhstan's energy security and a key driver of sustainable economic growth, accounting for 16% of GDP and 53% of exports.

As the national leader in the oil and gas industry, KMG makes a substantial contribution to the nation's economy, including by strengthening competitiveness and enhancing social welfare. Today, KMG accounts for approximately 26% of oil and gas condensate production, 17% of gas production, 55% of transportation, and 80% of refining in Kazakhstan.

Resource base sufficient to support the Company's growth

KMG focuses on advancing exploration as one of its key priorities, consistently striving to strengthen the national mineral resource base, including through active appraisal of existing assets and exploration at new prospective blocks.

KMG's exploration portfolio includes both projects implemented in partnership with international companies and fully in-house projects. This portfolio is supported by an attractive investment environment, including macroeconomic stability in Kazakhstan and an improved model contract for complex projects signed by the President of the Republic of Kazakhstan in 2023.

Improved efficiency across the Company's value chain

The Company continues to employ a systematic approach with a view to ensuring the stability of its operating assets and strengthening vertical integration across the entire chain.

To offset natural decline at mature fields, KMG consistently improves production efficiency through the deployment of advanced technologies.

In 2025, with the launch of crude oil production at the new Third-Generation Plant at the Tengiz field, Tengizchevroil reached a key milestone of its Future Growth Project ahead of schedule. Large-scale investment initiatives under megaprojects play a crucial role in building the Company's long-term production growth potential by replenishing its production base and ensuring output stability.

In 2025, the Company continued to expand additional transportation routes by strengthening export diversification and supply reliability in the rapidly changing external environment. Furthermore, during the reporting year, KMG initiated the construction of two container vessels for the Caspian Sea in cooperation with AD Ports Group, while also exploring the creation of a new rail ferry system between Kazakhstan and Azerbaijan as a way to enhance ferry and container shipping capacity along the Trans-Caspian International Transport Route.

All the three major refineries continued to honour their commitment to produce socially important oil products. Improved production efficiency resulted in higher refining volumes and increased yields of light oil products. To minimise the impact of maintenance campaigns on the domestic market, the Company proactively built up the necessary inventories and adjusted production plans, thereby ensuring stable supply and contributing to the national fuel market equilibrium.

Business diversification and product portfolio expansion

Development of the petrochemical segment as one of the key drivers for global oil demand is a strategically important avenue for business diversification and production of competitive, high value-added products for both domestic and export markets.

The creation of an integrated gas chemical cluster in the Atyrau Region, including polyethylene production, construction of a gas separation unit and trunkline infrastructure for ethane and propane transportation, sets the stage for deeper in-country feedstock processing.

Improving corporate governance

In 2025, the KMG Board of Directors continued its systematic work to strengthen corporate governance, drawing on best practices and the requirements of Samruk-Kazyna. The approval of the revised Corporate Governance Code raised the bar for the performance of the Board and KMG's executive body, formalised relevant principles of shareholder engagement, and sharpened the focus on sustainable development and ESG matters. Adherence to corporate governance principles and business ethics remains a standing priority for KMG's Board of Directors.

Sustainable development

The Company consistently develops its sustainability framework by ensuring a balanced approach to economic, environmental and social priorities and continuously improving corporate governance.

In support of the global climate agenda, the Strategy for Carbon Neutrality of Kazakhstan by 2060 and the country's international commitments[1], KMG is running its Low-Carbon Development Programme 2060 with an ambition to reduce CO_2 emissions by 15% by 2031 and by 64% by 2060 from the 2019 baseline.

The programme focuses on the following key areas: improving energy efficiency, developing renewable energy sources, monitoring and reducing methane emissions, and others. The Company is also assessing innovative low-carbon technologies such as carbon capture, utilisation and storage (CCUS) and hydrogen energy. In 2025, KMG prepared a feasibility study for blue hydrogen production and developed a Digital Atlas of Water Resources to support green hydrogen production in several regions of the country.

The promotion of sustainable aviation fuel (SAF) is viewed as a strategic element of diversifying the refining segment and a contribution to the transport decarbonisation. In the reporting year, the Company signed an agreement to develop a feasibility study for the construction of an SAF plant in Kazakhstan, marking transition to the next stage of design involving comprehensive technical and economic evaluation. The project will establish Central Asia's first export-oriented centre for producing SAF with high added value, strengthen Kazakhstan's position as a transit aviation hub and contribute to the national climate targets.

In 2025, the Company's sustainability management system received an MSCI ESG rating of BBB, which acknowledged significant progress in environmental and social areas, including biodiversity, health and safety matters. At the same time, experts identified areas for improvement in managing certain ESG risks, with the Company undertaking to address them going forward. KMG maintained a "B" climate rating from the Carbon Disclosure Project (CDP) for 2024.

The Company continues to implement a phased energy efficiency improvement model. Through more than 300 initiatives, the Company aims to save over 500 thous. tonnes of fuel by 2031.

Economic contribution and local content development

The Company makes a significant contribution to Kazakhstan's public revenues. In 2025, KMG remained one of the country's largest taxpayers, with total taxes and other mandatory payments to the national budget reaching KZT 2.3 tln.

The participation of domestic manufacturers in KMG projects plays a vital role in the national economic development, creating new jobs and enhancing the competitiveness of Kazakhstan products. In 2025, total volume of procured goods, works and services, including long-term procurement contracts, amounted to KZT 2.3 tln, with the share of in-country value coming in at 78%. KMG also supports domestic manufacturers through off-take contracts. In the reporting year, the Company signed 124 off-take contracts worth KZT 16 bln. An analysis of procurement plans for 2025–2029 identified approximately 5 thous. product categories proposed for localisation with a total value of KZT 350 bln.

Financial stability

Reflecting improvements in KMG's standalone credit metrics and financial resilience, S&P Global Ratings upgraded the Company's credit rating from "BB+" to "BBB–" with a stable outlook. Strong financial performance of KMG has underpinned three consecutive years of record high dividends, with the total amount coming in at KZT 900 bln. In 2025, the price of the Company's shares increased nearly 1.5-fold, reflecting strong investor demand and confidence.

Conclusion

KMG's Development Strategy for 2022–2031 is proving its relevance amid structural changes in the global energy market and a volatile external environment, as it ensures the Company's strategic resilience by maintaining a balance between energy security, long-term growth, and responsible development for the benefit of the state and all stakeholders.

The 2025 performance confirmed our business resilience and the effectiveness of the strategic course amid the ongoing external challenges.

The achievements of the reporting year were made possible by the coordinated efforts of the management team, employees, partners and all stakeholders who contributed to the development of KMG.

Nurlan Zhakupov
Chairman of the Board of Directors at KMG

[1] Ratification of the Kyoto Protocol in 2009 and the Paris Agreement in 2016 and accession to the Global Methane Pledge.

Statement from the Chairman of the Management Board

These achievements are no ceiling. The Company is expanding the scope of geological exploration, advancing flagship petrochemical projects, enhancing operational efficiency

Askhat Khassenov
Chairman of the Management Board at KMG

Dear shareholders, investors, and partners!

2025 marked a year of strong operational and financial performance for KMG as a result of consistent progress made under the Company's Development Strategy for 2022–2031. KMG reached peak levels in oil and gas condensate production, natural and associated gas output, refining volumes, manufacturing of light oil products, and refining depth.

These achievements are no ceiling. The Company is expanding the scope of geological exploration, advancing flagship petrochemical projects, enhancing operational efficiency (including through digitalisation), developing additional transportation routes, and implementing advanced technologies and green solutions.

Financially, KMG demonstrated strong resilience as the net debt / EBITDA ratio reached 0.16x. With the Company now embarking on a large-scale investment programme, this consistently low leverage provides financial flexibility needed to fund it.

Exploration

Exploration success rests on strong scientific and technological foundation. Over the past decade, KMG's geological team has conducted systematic work encompassing comprehensive analysis and reinterpretation of legacy geological and geophysical data, building digital models for the main hydrocarbon-bearing sedimentary basins – the Caspian, Mangyshlak, Ustyurt-Bozashi, South Turgai, and Shu-Sarysu basins – covering more than 30% of Kazakhstan's territory. This has laid a solid foundation for developing new projects and reassessing the country's hydrocarbon potential.

Building on regional studies, digital basin modelling, and preliminary seismic surveys, the Company has stepped up its exploration efforts, building a diversified project portfolio and launching full-scale operations across the Mangistau, Aktobe, West Kazakhstan, Atyrau, and Kyzylorda regions.

In 2025, KMG signed four exploration and production contracts. The Berezovsky block in the northern marginal zone of the Caspian basin (West Kazakhstan Region), is being developed with Sinopec. CNOOC is the partner for the Zhylyoi block in the southern marginal zone of the Caspian basin (Atyrau Region and a section of Kazakhstan's part of the Caspian Sea). The Northern Ozen block in the South Mangyshlak sedimentary basin (Mangistau Region) is being advanced independently (by KMG Barlau), as is the Bolashak block at the junction of the Ustyurt-Bozashi and Caspian basins (Mangistau Region and a section of Kazakhstan's part of the Caspian Sea).

I would also like to highlight the progress achieved under the subsoil exploration programmes (SE 1.0 and 2.0), which enabled not only large-scale seismic surveys, but also returns on investments.

Under SE 2.0, seismic surveys were conducted in 2025 for the Bereke project (Caspian sedimentary basin) and the Shu-Sarysu project (Shu-Sarysu sedimentary basin) in the Atyrau and Ulytau regions, covering 1,800 km of 2D and 1,500 km^2 of 3D surveys. In addition, 2,650 km of historical 2D seismic data from the Shygys project (Caspian sedimentary basin) in the Aktobe Region were reprocessed.

One of the clearest signs of intensified exploration activity is the expansion of exploration drilling operations. Only four prospecting wells were drilled across the entire 2020–2024 period, against eight in 2025 alone. A further 25 wells are planned before 2029, nine of them deep wells – marking a clear transition to a more ambitious and technically demanding phase of subsoil development.

In 2026–2029, KMG plans large-scale exploration across the Caspian, Ustyurt-Bozashi, Mangyshlak, South Turgai, Shu-Sarysu, and North Turgai sedimentary basins, spanning the Atyrau, Aktobe, West Kazakhstan, Mangistau, Kyzylorda, Ulytau, and Kostanay regions.

The investment potential of this exploration portfolio is assessed as high, considering that hydrocarbon production is currently active in only five of Kazakhstan's fifteen sedimentary basins. The country offers a favourable business environment, with government policy supporting exploration, the adoption of advanced technologies, and sustainable energy development.

As the national company, KMG assumes responsibility for pursuing large-scale, capital-intensive projects, including the transition to drilling deeper, geologically more complex targets with higher technological risks.

Among the most significant achievements of the year was obtaining a gushing flow of gas while testing the first target of a deep prospecting well at the Karaton Subsalt block (Atyrau Region), confirming the presence of hydrocarbons in deep-seated horizons and opening a path for further development of subsalt structures.

Production

During the reporting year, oil and condensate production, including KMG's shares in joint ventures and associates, hit an all-time high rising by 10% year-on-year and reaching 26.2 mln tonnes. Gas production reached 11.4 bln m^3, up 20% year-on-year.

The growth was primarily driven by the successful launch and ramp-up of the new Third-Generation Plant under the Future Growth Project at the Tengiz field. Oil production increased by 12 mln tonnes per year.

KMG's operating oil-producing assets delivered stable results across the board. The technical commissioning of Phase 1 at the West Prorva field and the launch of the new West Karasor field at Embamunaigas were completed successfully, contributing to a 2.2% rise in oil and gas condensate production to 2,850 thous. tonnes and an 18.1% rise in gas production to 242 mln m^3. At the Dunga field in the Tupkaragan District of the Mangistau Region, oil production reached 677 thous. tonnes – up 7.5% year-on-year – driven by a targeted programme of geological, technical, and production measures to improve operational efficiency.

At Ural Oil and Gas LLP, gas production in 2025 reached 470 mln m^3, while oil and gas condensate output totalled 343 thous. tonnes. Phase 1 equipment has now been fully deployed as per the design, positioning the asset for higher gas and condensate output in 2026.

In 2025, Urikhtau Operating concluded an agreement with CNPC International Aktobe Petroleum for the processing of raw gas at the Zhanazhol oil and gas processing facility. The agreement secures the processing capacity needed to begin commercial development of the Central Urikhtau field, with daily production targeted to reach 1 bln m^3 of gas per year by end of 2027.

The Company takes consistent steps to increase production volumes and maintain the current production plateau with a view to offsetting natural declines at mature fields by focusing on the deployment of advanced technologies. As part of the road map to overcome technological challenges through the deployment of comprehensive advanced solutions, including dual injection techniques, conformance control, pilot slimhole drilling, and polymer flooding, we achieved incremental oil production of 434 thous. tonnes in 2025.

10%
growth in oil and gas condensate production compared to 2024

Transportation

The total oil pipeline and sea transportation volume came in at 83.3 mln tonnes. The Company continues to focus on maximising the operating rate of KMG's oil transportation systems and diversifying export routes.

The Agreement on the Gradual Increase in the Transit of Kazakhstan's Oil through Azerbaijan envisions boosting shipments along the Aktau–Baku–Tbilisi–Ceyhan route to 2.2 mln tonnes per year. Oil shipments from the port of Aktau via the Baku–Tbilisi–Ceyhan route amounted to 1.3 mln tonnes in 2025, with volumes dampened by the temporary suspension of supplies along the Aktau–Baku route between August and October 2025, due to technical restrictions on the Baku–Tbilisi–Ceyhan pipeline. That said, in 2025, oil transportation to Germany increased to 2.1 mln tonnes, up 40% year-on-year.

The Caspian Pipeline Consortium (CPC) pipeline remains the key export route, transporting 64.8 mln tonnes of Kazakhstan's oil, which accounted for 82% of total exports through the oil transportation system in 2025. In the reporting year, KMG's share in oil transportation through the Caspian Pipeline Consortium increased by 11% year-on-year. The Company gives priority to managing risks associated with the reliability of export infrastructure and takes steps to increase the resilience of its logistics chains.

77.7%
light product yield
across all domestic refineries

Refining and marketing

Our refineries in Kazakhstan and Romania cumulatively processed 21.0 mln tonnes of hydrocarbons, hitting a new historic high and ensuring stable supplies of oil products. This result was achieved thanks to the efficient operation of the refineries.

In 2025, refining depth at the three largest refineries in Kazakhstan reached 90.1%, the highest figure in the Company's history. Following the efforts to increase the output of light oil products, their yield across all refineries in the country reached 77.7%, which is yet another all-time high.

Rising domestic demand for oil products and gas underscores the strategic importance of reliably supplying the home market, and shapes the Company's emphasis on developing and expanding both oil and gas processing capacity.

The project to double the Shymkent Refinery processing capacity from 6 to 12 mln tonnes per year – implemented jointly with Chinese partner CNPC – is central to this effort. In 2025, the revision of the preliminary feasibility study was completed and work on the full feasibility study commenced.

KMG is also constructing a new gas processing plant in Zhanaozen with a capacity of 900 mln m^3. This is an important industrial project of strategic significance for the region. In 2025, the construction and installation works commenced.

21.0 mln tonnes
total hydrocarbon refining volumes
at refineries in Kazakhstan in Romania in 2025

Petrochemicals

During the reporting year, the integrated KPI gas chemical complex expanded its product range to 15 grades and manufactured 377 thous. tonnes of polypropylene, with 326 thous. tonnes exported to Europe, China, Türkiye, and Russia. Thanks to supplies to the domestic market, Kazakhstan's reliance on polypropylene imports declined to 8%.

KMG is implementing flagship projects in the petrochemical sector. With cheap feedstock readily available, KMG sees petrochemicals as its natural point of growth to rely on in expanding and improving the Company's value chain and creating substantial multiplier effects for the country.

The integrated gas chemical complex will operate using the full-cycle technology. In 2025, the Company commenced the main construction of a 1.25 mtpa polyethylene plant in the special economic zone of the Atyrau Region, with investments rounding approximately USD 7.4 bln. Early construction works also started on the gas separation unit. In 2025, we made a final investment decision for the ethane and propane trunkline construction project.

In addition to the abovementioned projects, more projects are considered to help KMG realise its full potential in the petrochemical sector. One of them is the construction of a urea production plant with a capacity of 800 thous. tonnes per year to supply nitrogen fertilisers for both the domestic and global markets.

Technology development and digitalisation

Scaling AI-based solutions has become one of the key factors in improving operational efficiency, the reliability of production processes and business competitiveness. Further development of digital technologies remains a priority area for the Company. The ABAI information system, an in-house solution of KMG powered by artificial intelligence and big data, comprises numerous independent modules designed to streamline processes in exploration, drilling, field operations and economic impact assessment. In 2025, the Company rolled out the Waterflood Management module across key producing assets such as Ozenmunaigas, Mangistaumunaigaz and Kazakhoil Aktobe.

Promotion of renewables

In 2025, we commissioned a 50 MW solar power plant in Zhanaozen as the first stage of a 247 MW hybrid power plant constructed in partnership with Eni S.p.A. under the Low-Carbon Development Programme of KMG. The solar power plant supplies electricity to Ozenmunaigas and KazGPP, KMG subsidiaries, thereby improving the reliability and resilience of production processes. Construction of a 77 MW wind power plant and a 120 MW gas power plant is scheduled for completion in 2026. Once finished, the facility will operate as an integrated hybrid energy complex ensuring a balance between renewable and conventional generation.

The Company is implementing the Mirny project in the Zhambyl Region, seeking to build a wind power plant with a capacity of up to 1 GW and equip it with a modern energy storage system. This is one of the largest renewable energy projects in the country. In 2025, the Company completed feasibility studies and assessed the region's wind potential.

Occupational safety

The Company gives priority to ensuring safe working conditions and protecting the health of its personnel and the population living in the areas where the Company's production facilities operate. Introduction of digital solutions plays a crucial role in improving occupational safety. For example, in 2025, TUMAR, a smart video analytics system designed to prevent incidents and protect staff performing high-risk operations, was deployed at KMG's subsidiary Oil Services Company for well servicing and workover operations at the Zhetybai and Kalamkas fields of Mangistaumunaigaz.

Year of Working Professions

The President of Kazakhstan declared 2025 the Year of Working Professions. During the year, the Company focused on developing human capital and raising the profile of blue-collar trades. Given the Company's strategic importance for the national economy and its social role in the regions of operation, we pay special attention to the professional development of production personnel. KMG Group employs more than 44 thous. people in blue-collar roles.

Throughout the year, the Company consistently expanded opportunities for professional training, staff upskilling, internships, and knowledge exchange. One of the key initiatives promoting manual labour and competence development is the annual Uzdyk Maman professional excellence competition held by KMG for over 10 years now. In 2025, the competition drew in around 300 employees from the Company's subsidiaries across the Atyrau, Mangistau, Kyzylorda, Aktobe, and Pavlodar regions, Shymkent and Romania. In addition to the competition, the Company introduced a range of personnel development programmes, including the KMG Kasip upskilling programme covering 12 blue-collar trades, modular training courses (with the NCCER-certified Crew Leadership among them), the JanAru educational programme designed to help women pursue careers in working professions in the oil and gas industry, along with other similar initiatives.

Social development of the Company's regions of operation

In 2025, following instructions from the President of Kazakhstan, KMG implemented two major social projects – a seawater desalination plant in Kenderly (Mangistau Region) with a daily capacity of 50 thous. m^3 and the Schoolchildren Palace (Bolashaq sarayi) in the Mangistau Region with a total area of 3 thous. m^2. The plant will supply water to the residents of Zhanaozen and nearby settlements, while the new palace will provide children with modern facilities for education and creative development.

Given its significant contribution to the national economy, KMG will continue to support the sustainable development of the regions where it operates. In 2020–2025, the Company implemented social projects totalling KZT 356 bln. In 2025 alone, KMG transferred KZT 4.2 bln to local executive authorities under subsoil use contracts, while sponsorship and charitable assistance exceeded KZT 2 bln.

Conclusion

We will continue to focus on improvements in operational efficiency across our subsidiaries with a view to ensuring production stability and creating long-term KMG value for our country, shareholders and investors. In 2025, I conducted more than 30 on-site meetings at subsidiaries and joint ventures across core operations. These visits helped identify additional steps to improve the efficiency of the Company's strategic initiatives.

In conclusion, I would like to thank all teams across KMG Group and our partners for their professional excellence and contribution to the results achieved in the reporting year. These results are the outcome of the coordinated efforts and strong expertise of the KMG team.

Askhat Khassenov
Chairman of the Management Board at KMG

Strategy

Market overview

Global trends and their impact on KMG's Development Strategy implementation

1. Macroeconomic context
2. Market balance and price environment
3. Global demand drivers
   - Structural demand stagnation in China
   - EMs in Asia (excluding China) as new global growth centres
4. Global supply drivers
   - Non-OPEC+ production growth
   - OPEC+ strategic realignment
5. Geopolitical fragmentation and route transformation
6. Industry shift towards energy efficiency and digitalisation (AI)

3.3%
global GDP growth in 2025

1

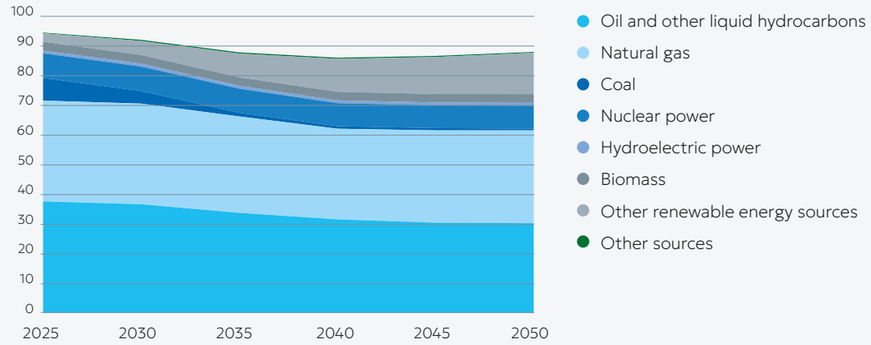
Macroeconomic context
In 2025, the global economy demonstrated moderate resilience, despite persistent geopolitical tensions and mounting trade barriers. According to the International Monetary Fund (IMF, World Economic Outlook, January 2026), global GDP growth was 3.3%, exceeding previous expectations.

Advanced economies grew by 1.7%, whereas emerging market and developing economies showed higher growth rates of 4.4%. Asian countries remained the key drivers of global economic expansion, primarily India (7.3%) and China (5.0%), maintaining a decisive contribution to global energy consumption. That said, signs of a structural slowdown are becoming increasingly evident in China.

Additional support for economic activity in 2025 was provided by the temporary effect of front-loading goods purchases in anticipation of new trade restrictions, as well as a massive investment impulse in the high-tech and artificial intelligence (AI) sectors.

In 2025, oil maintained its status as the world's dominant energy source. Despite a structural slowdown in consumption growth rates, absolute oil demand will continue to rise and, according to the International Energy Agency's forecast (IEA, World Energy Outlook 2025, November 2025), may reach 113 mln bbl per day by 2050 under the current policies scenario. At the same time, according to the US Energy Information Administration (EIA, Annual Energy Outlook 2025, April 2025), the share of liquid hydrocarbons in global energy consumption will still exceed 30%, which confirms the long-term demand for traditional energy resources in the context of the energy transition.

Forecast of global primary energy consumption by fuel type for 2025–2050, quadrillion BTUs[1]



Source: EIA, Annual Energy Outlook 2025, Data Browser, Reference case, April 2025.

2

Market balance and price environment
In 2025, the global oil market entered a phase of persistent structural surplus, which became a key factor affecting hydrocarbon prices. According to IEA and EIA estimates, the global market's excess supply volume exceeded 2 mln bbl per day in 2025. Record production rates in the Americas, amid slowing global demand growth, were the main drivers of this process.

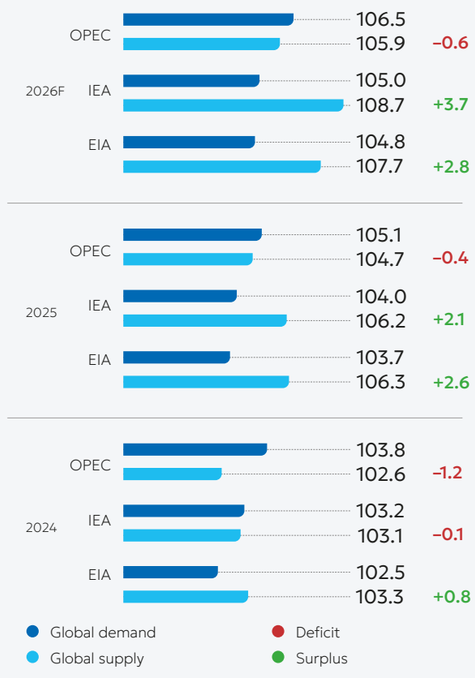
IEA and EIA forecasts show that the supply surplus will be at an even higher level in 2026.

Amid a growing supply surplus, the average annual Brent oil price in 2025 fell from USD 80.8 per bbl in 2024 to USD 69.1 per bbl, according to S&P Global Platts. The year's main context was defined by the structural transformation of consumption and the market's high sensitivity to the risks of supply chain disruptions.

KEBCO (Kazakh Export Blend Crude Oil) demonstrated a similar dynamic: the average annual price in 2025 dropped to USD 69.9 per bbl compared to USD 80.7 per bbl in 2024, according to S&P Global Platts.

KEBCO is the designation for Kazakhstan export oil, introduced in June 2022 to distinguish Kazakhstan barrels from the Russian blend during transportation through Russian infrastructure. KEBCO deliveries are accompanied by certificates of origin and are recognised by international traders and refineries as a separate oil grade, distinct from Urals.

Assessment of the global oil balance for 2024–2026F, mln bbl per day

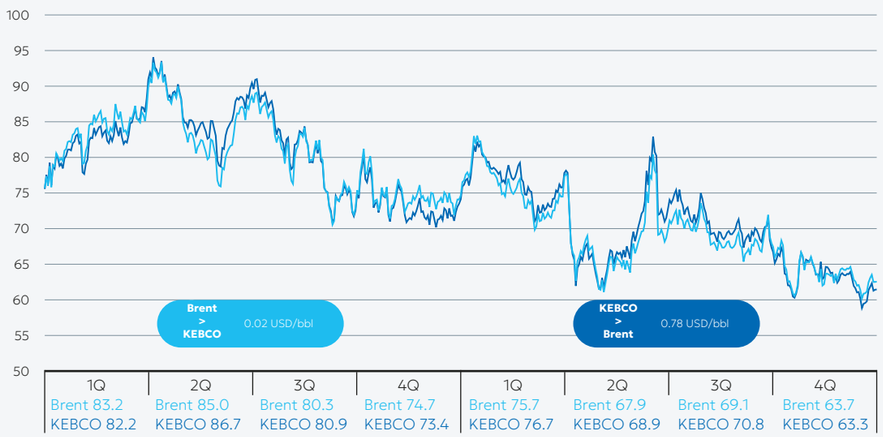


Source: BloombergNEF, Key Oil Agencies Update, January 2026.

[1] British thermal units.

In 2026, the oil market will maintain downward price pressure amidst a supply surplus. According to consensus estimates by Bloomberg analysts (as of 15 April 2026), the median forecast for the Brent oil price in 2026 is around USD 68.0 per bbl.

Brent and KEBCO prices in 2024 and 2025, USD/bbl



Source: S&P Global Platts.

Impact on KMG
A decline in oil prices leads to a reduction in the Company's FX revenue. Nevertheless, in 2025, KMG boasted high operational resilience, maintaining stable EBITDA thanks to cost control and production growth at key assets.

KMG applies scenario planning and regularly assesses the sensitivity of its operations to oil price changes, enabling it to timely adapt production and investment decisions to current market conditions. These measures ensure the resilience of operations, maintain financial stability, and help achieve long-term strategic goals on the backdrop of potential price fluctuations.

3

Global demand drivers
In 2025, global demand for liquid hydrocarbons was resilient, but its growth rates started to slow down compared to pre-pandemic levels. Total global consumption in 2025 grew by 0.8–1.3 mln bbl per day and, according to EIA, IEA, and OPEC estimates, ranged between 103.7–105.1 mln bbl per day.

Structural demand stagnation in China

According to the IEA (Oil 2025, June 2025), China, which had long been the key driver of global oil consumption growth, entered a phase of demand stagnation in 2025. The consumption slowdown is not temporary and reflects a structural shift associated with the economy's transition to a less energy-intensive development model.

According to the S&P Global report (Global Oil Demand Monthly Outlook, December 2025), annual oil demand growth in China in 2025 was 72 thous. bbl per day vs 96 thous. bbl per day in 2024. A key factor behind the stagnation was the accelerated electrification of the transport sector: according to IEA forecasts (Global EV Outlook 2025, May 2025), the share of electric vehicles (EV) in new car sales in China reached 60%, significantly exceeding state targets. This led to a contraction in petrol demand (by 2.7% in 2025), as well as a decrease in diesel fuel consumption amidst the active adoption of LNG-powered and electric cargo vehicles (39% of sales in the heavy machinery segment). The petrochemical feedstock and jet fuel segments continue to display positive performance, with petrochemicals remaining a key counterbalance.

Impact on KMG
Although KMG's share of direct exports to China is limited, these changes impact the Company through global oil prices. Under these conditions, production discipline, flexibility of operational decisions, as well as the use of scenario planning and regular assessment of operational sensitivity to price volatility, become crucial.

Furthermore, KMG views these structural changes as an incentive for developing the petrochemical business. Integrating refining capacities and focusing on high value-added products help sustain profitability as demand for traditional motor fuels declines.

EMs in Asia (excluding China) as new global growth centres

In 2025, Asian EMs (excluding the PRC) were the main contributors to the growth of global liquid hydrocarbon consumption. According to S&P Global Energy (IEA Oil Report Commentary, December 2025), the annual demand growth in this region was about 300 thous. bbl per day.

The key growth drivers in India are massive government infrastructure spending, stimulating diesel fuel consumption, and an expanding personal vehicle fleet. The relatively low EV penetration rate in the car segment allows traditional fuels to retain leading positions in the country's consumption structure. Similarly, industrialisation and urbanisation processes are taking place in Southeast Asian countries (Indonesia, Vietnam, Thailand, Malaysia, and the Philippines), where demand is supported by a growing middle class and expanding industrial production.

This trend is expected to intensify further in 2026. According to S&P Global Energy (Global Crude Oil Markets Short-Term Outlook, February 2026), in 1Q 2026, Southeast Asia will drive the highest demand growth in Asia – around 300 thous. bbl per day, while South Asia (including India) will account for about 240 thous. bbl per day. This region is becoming a global centre for the relocation of industrial capacities, which fosters accelerated industrialisation and growing demand for diesel fuel for cargo transportation and naphtha for the petrochemical sector.

Impact on KMG
In the long term, this trend stresses the importance of diversifying export routes and targeting the more dynamic Asian markets.

4

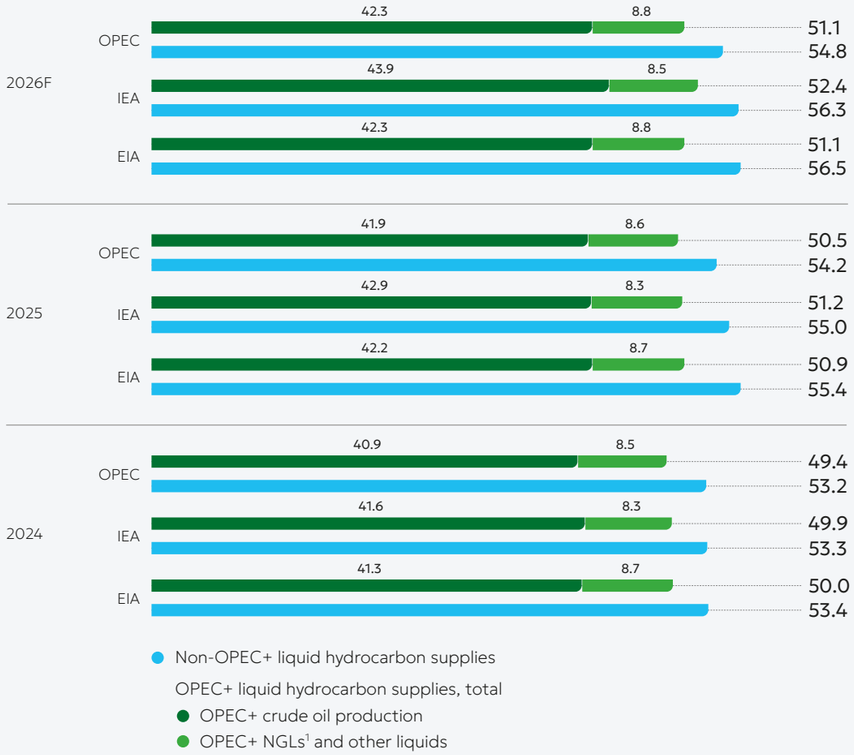
Global supply drivers
Global oil supply in 2025 exhibited growth, driven by active production expansion in the Americas and the OPEC+ strategy to gradually restore output. At the same time, according to the IEA (Oil 2025, June 2025), global upstream oil investments fell by 6% for the first time since 2020 – to about USD 420 bln in 2025 – amid falling prices and rising operating costs resulting from the introduction of tariffs.

Non-OPEC+ production growth[1]

According to the IEA (Oil 2025, June 2025), the countries of North and South America became the key driver of global supply growth in 2025: the USA, Canada, Brazil, Guyana, and Argentina. The USA maintained its status as the world's largest producer, ensuring an average annual production of 13.61 mln bbl per day. Guyana and Brazil also made a significant contribution through the commissioning of new floating production storage and offloading (FPSO) units at deepwater fields. This trend reduced the global market's dependence on supplies from OPEC+ countries, whose share in global supply continued to decline.

[1] Non-OPEC+ refers to oil-producing countries that are not parties to the OPEC+ Declaration of Cooperation and, accordingly, are not subject to the coordination of production within the OPEC+ alliance.

Estimates of global oil and liquid hydrocarbon supplies: OPEC+ and non-OPEC+ in 2024–2026, mln bbl per day



Source: BloombergNEF, Key Oil Agencies Update, January 2026.

The resilience of production in non-OPEC+ regions under the current price environment stems from a qualitative increase in technological efficiency and the optimisation of investment models. Rystad Energy analysts (Oil Macro Monthly Report, December 2025) point out that in 2025, US producers were capable of maintaining current production levels even if WTI price fell to USD 50 per bbl for an extended period, which significantly expands the sector's profitability margins amidst volatility.

Impact on KMG
Supply growth from non-OPEC+ producers intensifies market pressure and limits price growth potential. Under these circumstances, the Company focuses on maintaining operational resilience and implementing large-scale capacity expansion projects. The launch of the Future Growth Project at the Tengiz field in January 2025 provided a significant production increase for KMG by around 50 thous. bbl per day year-on-year in 2025.

OPEC+ strategic realignment

OPEC+ continues to serve as the primary stabilising force in the global oil market, leveraging flexible supply management and a substantial buffer of spare capacity. During 2025, the alliance fundamentally shifted its strategy, moving away from rigid production caps toward a gradual re-establishment of its market share. In April, the group began phasing out 2.2 mln bbl per day in voluntary cuts that had been in place for over two years.

Tactical pivots in 4Q 2025 demonstrated the alliance's agility in responding to a growing supply surplus and macroeconomic risks. In December 2025, OPEC+ officially paused its production restoration plan for 1Q 2026 to avoid further market oversupply during the seasonal demand downturn. Additionally, the group confirmed that collective cuts of 2 mln bbl per day, first adopted in October 2022, will stay in effect through at least the end of 2026.

OPEC+ quotas, thous. bbl per day

Country	January 2026	February 2026	March 2026
Algeria	971	971	971
Iraq	4,273	4,273	4,273
Kuwait	2,580	2,580	2,580
Saudi Arabia	10,103	10,103	10,103
UAE	3,411	3,411	3,411
Kazakhstan	1,569	1,569	1,569
Oman	811	811	811
Russia	9,574	9,574	9,574

Source: OPEC press release, November 2025.

Impact on KMG
According to the OPEC Secretariat press release dated 2 February 2026, an updated compensation schedule for accumulated deviations from target production was agreed upon during a virtual meeting of OPEC+ members on 4 January 2026. Kazakhstan's target production for January–March 2026 is set at 1.569 mln bbl per day.

OPEC+ policy continues to drive global oil price dynamics and shape the operating landscape for exporting nations. In Kazakhstan, the Ministry of Energy mandates production quotas for subsoil users to ensure compliance with international commitments. KMG operates in full alignment with these state-mandated targets.

As of 3 March 2025, the Ministry of Energy confirmed Kazakhstan's commitment to the OPEC+ agreement and its resolve to rectify production overages through a formal compensation plan.

1.569 mln bbl per day
Kazakhstan's target production for January–March 2026

OPEC+ compensation volumes, thous. bbl per day

Country	January 2026	February 2026	March 2026	April 2026	May 2026	June 2026
Iraq	140	135	90	90	80	79
UAE	10	20	20	40	50	53
Kazakhstan	503	629	549	569	569	669
Oman	6	5	6	7	8	6
Total	**659**	**789**	**665**	**706**	**707**	**807**

Source: OPEC press release, February 2026.

[1] Natural gas liquids.

5

Geopolitical fragmentation and route transformation

In 2025, the global oil and gas industry faced heightened geopolitical instability that directly shaped the operating environment. According to Rystad Energy (Oil, Geopolitics and 2025, December 2025) the geopolitical risk index averaged 1.33 for the year – the second-highest value since 2019, surpassed only by the record 1.43 set in 2022. These tensions underpinned a persistent geopolitical premium, which mitigated the impact of global supply surpluses and prevented a sharper price decline amid weak demand.

The landscape was defined by a rapid succession of events, alternating between diplomatic friction and direct confrontation. Consequently, energy security and supply reliability have moved to the forefront of national and economic agendas worldwide.

Despite this turmoil, the oil market remained resilient. According to Rystad Energy (Oil, geopolitics and 2025, December 2025) the traditional correlation between geopolitical risk and price volatility has decoupled, largely due to a qualitative shift in market intelligence: the widespread adoption of AI analytics and satellite-based vessel tracking allows the market to react to actual rather than potential disruptions. Simultaneously, the emergence of a "parallel logistics" network – or shadow fleet – proved to be a critical supply stabilisation factor. By year-end, this fleet expanded to 1,200 tankers, ensuring flow continuity by bypassing sanctions and preventing physical supply shortages.

However, heightened geopolitical fragmentation has increased the vulnerability of global energy supply chains. As noted in the IEA's World Energy Outlook 2025 (November 2025), global energy security is increasingly tethered to the stability of strategic maritime chokepoints, such as ports and straits, including those of Hormuz and Malacca. In this climate, protecting and diversifying transport routes has become a prerequisite for the resilience and long-term competitiveness of energy companies.

Key global geopolitical events of 2025

- **January–March:** intensification of the conflict in Eastern Europe, with recurring UAV strikes on critical energy infrastructure.
- **April:** the US administration unveiled the Liberation Day tariffs targeting a broad range of trading partners.
- **June:** a sharp escalation in Middle East hostilities (the "12-day war") involving Israel, Iran, and the US, causing strikes on strategic assets and heightening risks to regional infrastructure.
- **July:** the EU introduced its 18th sanctions package, lowering the price cap on Russian oil to USD 47.60 per bbl.
- **October:** the US, UK, and G7 imposed sanctions targeting major oil producers, including Rosneft and LUKOIL.
- **December:** tensions spiked between the US and Venezuela, resulting in the US detention of a tanker carrying sanctioned crude.

Impact on KMG

In 2025, KMG navigated an external operating environment defined by significant uncertainty, driven by both evolving international sanctions regimes and operational challenges to export infrastructure. During the year, KMG maintained full compliance with the economic sanctions and trade restrictions administered by the USA, the UK, the European Union, and the United Nations.

The Company adheres to rigorous internal policies and procedures to ensure alignment with all international regulatory requirements. As of the reporting date, neither KMG Group nor its officials and employees are included on any sanctions lists or subject to any sanctions-related investigations.

In July 2025, the USA announced a 25% import tariff on selected goods of Kazakhstani origin. However, according to the Ministry of Trade and Integration of the Republic of Kazakhstan, approximately 95% of Kazakhstan's exports to the US – including oil and other strategic commodities – were exempted from these measures. Consequently, these tariffs had no direct impact on KMG's export operations.

95%
share of Kazakhstan's US exports, including oil and other strategic commodities, exempt from the import tariffs, meaning no direct impact on KMG's export operations

KMG participates in several joint projects with partners subject to existing or emerging sanctions in certain jurisdictions. Importantly, the relevant sanctions regimes provide for licences and exemptions for assets of strategic importance to national energy security, with specific permitting mechanisms applying to the Tengiz and Karachaganak projects, as well as the CPC.

These projects were duly implemented in accordance with the laws of Kazakhstan, and all joint project agreements include sanctions clauses that provide KMG with the right to unilaterally amend conditions, terminate agreements, or exit projects should sanctions-related risks materialise.

During 2025, the CPC system experienced individual incidents that temporarily constrained throughput. In February, equipment at the Kropotkinskaya pumping station was damaned in an attack, and in November, an attack on the CPC marine terminal damaged SPM-2, resulting in capacity restrictions at the terminal. To minimise the impact of these disruptions on its export obligations, KMG coordinated closely with government agencies and transport system participants to promptly reallocate export flows via additional routes.

For more details, see the KMG Risk Management and Internal Control System section, **p. 264-271**

6

Industry shift towards energy efficiency and digitalisation (AI)

In 2025, the global energy sector entered a period of rapid electrification, reflected in a large-scale reallocation of investment capital toward digital infrastructure. According to IEA estimates (World Energy Outlook 2025, November 2025), global investment in data centres required for AI development reached USD 580 bln, for the first time exceeding total investment in global oil supply (USD 535 bln). This fundamental shift is driven by the fact that electricity demand for AI and advanced manufacturing is growing at double the pace of overall energy consumption.

For the oil and gas industry, digitalisation and AI have evolved from experimental tools into critical strategic assets. Advanced technological solutions – including AI-driven analysis of high-resolution satellite imagery, real-time refinery downtime monitoring, and satellite vessel tracking – have enhanced market transparency regarding physical oil flows, effectively reducing the influence of speculative trading on pricing.

USD 580 bln
global investment in data centres for AI development

KMG's adjustment

To drive operational efficiency, KMG is implementing a systemic approach that combines digital transformation with energy efficiency measures.

Energy saving activities are anchored in the ISO 50001 standard and the 2060 Low-Carbon Development Programme. In 2025, 87 initiatives were implemented to upgrade equipment, delivering savings of more than 1,935.3 thous. GJ of fuel and energy and reducing CO_2 emissions by 128.3 thous. tonnes. A key project was a 50 MW solar power plant in Zhanaozen – the first phase of a 247 MW hybrid power complex designed to ensure energy self-sufficiency and the stable operation of production facilities.

KMG is also is advancing its digital transformation efforts with the goal of establishing a single, integrated digital environment across the Group. The Company is actively scaling up high-impact AI solutions, including the ABAI platform for intelligent field development, the TUMAR computer vision system for process safety, and machine learning models for predictive equipment maintenance. This technological foundation ensures KMG's preparedness for transition to a new level of data-driven management, cementing digitalisation as a key lever for maintaining competitive edge throughout the energy transition.

For more details, see the Climate and Corporate Digitalisation sections, **p. 156, 200**

Internal drivers and their impact on KMG's Development Strategy

1. Kazakhstan's economy in 2025
2. Kazakhstan's oil and gas industry in 2025
3. National Development Plan of the Republic of Kazakhstan until 2029
4. Refining Sector Development Concept
5. Development of Kazakhstan's petrochemical industry in 2025
6. Kazakhstan's Environmental Code
7. Kazakhstan's Water Code
8. Kazakhstan's Strategy for Carbon Neutrality by 2060

1

Kazakhstan's economy in 2025

According to operational data from the Bureau of National Statistics of the Agency for Strategic Planning and Reforms of the Republic of Kazakhstan, the nation's GDP grew by 6.5% year-on-year in 2025. The main contributors to the economic dynamics were industry (up 7.4%), transport (up 20.4%), construction (up 15.9%), and trade (up 8.9%). Growth in the manufacturing sector reached 6.4%, notably driven by a 5.9% increase in oil product output.

Inflation in 2025 came in at 12.3%. In response to resilient domestic demand and pro-inflationary risks, the National Bank of Kazakhstan raised the base rate to 18.0% in October 2025 and kept it at that level in January 2026.

According to an analysis by the Boston Consulting Group (Why Investors Are Turning to Central Asia and Caspian, September 2025), Kazakhstan remains the economic centre of Central Asia and the Caspian Region, accounting for almost 60% of the region's total GDP and attracting around 75% of all foreign direct investment, primarily from Western countries. The nation's strategic location between China and the European Union positions the country as a vital trade bridge and an alternative supplier of critical resources for global supply chains. In this new landscape, defined by a shift toward an "era of complex deals", Kazakhstan is successfully leveraging its resource endowment to attract investment into deep processing and high-value, non-resource industrial sectors.

Strategic direction

Kazakhstan's macroeconomic momentum is generating sustained demand for oil and gas industry products and shaping the Company's key development priorities. Growth in industry and transport is driving higher consumption of oil products – including diesel fuel and aviation kerosene – while urbanisation and tightening environmental requirements are stimulating demand for higher-quality fuels.

Operating as a vertically integrated entity across the entire value chain, KMG is instrumental in executing national priorities to ensure energy security and expand the country's resource base. We remain committed to pursuing Kazakhstan's core strategic interests within the oil and gas sector, adhering to the nation's strategic directives and implementing measures that support economic growth and the Republic's social endeavours.

2

Kazakhstan's oil and gas industry in 2025

The oil and gas sector remains a cornerstone of Kazakhstan's economy, accounting for approximately 16% of GDP (with related industries included), and roughly 53% of total exports.

16% of GDP

53% of exports

Kazakhstan retains its status as a leading global energy player, ranking 14th worldwide in oil and gas production, according to Rystad Energy. This sector continues to serve as the foundation of the national economy, underpinned by a strong resource base totalling 35 bln boe as of year-end 2025.

Upstream

In 2025, Kazakhstan's oil and gas sector rebounded, marking a recovery in production following the 2024 decline. According to the JSC "Situational Analytical Center of the Fuel and Energy Complex of the Republic of Kazakhstan", national oil production reached 99.6 mln tonnes – a 13.5% increase over the 87.7 mln tonnes recorded in 2024. This growth was primarily driven by the launch of the Future Growth Project at the Tengiz field in 1Q 2025.

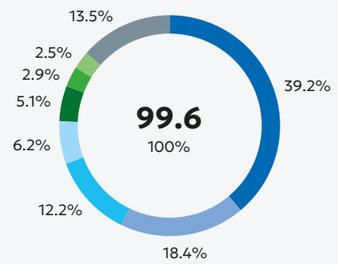
Oil and gas condensate exports in 2025 came in at 78.8 mln tonnes, according to the JSC "Situational Analytical Center of the Fuel and Energy Complex of the Republic of Kazakhstan", up 14.8% year-on-year (68.6 mln tonnes), reflecting production growth and the continuation of stable export flows.

99.6 mln tonnes
oil production in 2025

KMG's position

KMG holds a leading position in Kazakhstan's oil and gas condensate production. In 2025, the Company accounted for 26% of the nation's total oil and gas condensate output, and 17% of total natural and associated gas production. By participating in the country's major upstream projects, KMG continues to play a critical role in ensuring the resilience of Kazakhstan's national oil and gas sector.

Oil and gas condensate output in Kazakhstan in 2025



mln tonnes

39.0	Tengizchevroil
18.3	North Caspian Operating Company
12.1	Karachaganak Petroleum Operating
6.2	Mangistaumunaigaz
5.1	Ozenmunaigas
2.9	Embamunaigas
2.5	CNPC International Aktobe Petroleum
13.5	Others

Source: JSC "Situational Analytical Center of the Fuel and Energy Complex of the Republic of Kazakhstan".

Oil transportation

Kazakhstan boasts mature oil transportation infrastructure, ensuring stable hydrocarbon supplies to global markets taking into account current operating conditions. Key export routes traditionally utilise the KazTransOil (KTO) and Caspian Pipeline Consortium (CPC) oil trunklines, with Kazmortransflot (KMTF) handling Caspian Sea transportation.

In 2025, 78.8 mln tonnes of oil were exported via the oil transportation system, which includes oil trunklines, the maritime route via the Port of Aktau, and railway transport. 64.8 mln tonnes of Kazakhstan oil, or 82% of total exports, were channelled via CPC.

KMG's position

KMG manages a diversified oil transportation infrastructure with significant transit and export capacity. In 2025, the Company controlled 55% of the oil transportation sector, encompassing both trunk pipeline and marine transportation.

Oil refining

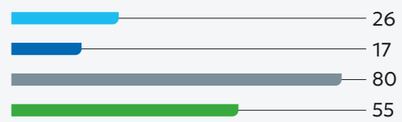
According to the JSC "Situational Analytical Center of the Fuel and Energy Complex of the Republic of Kazakhstan", the throughput at Kazakhstan refineries in 2025, including refineries that are not part of KMG Group, was 18.4 mln tonnes, up 4.9% year-on-year. All refineries, except Atyrau Refinery, increased refining volumes.

- Production of all grades of petrol grew to 6.0 mln tonnes, up 9.4% year-on-year.
- Diesel fuel output rose by 14.4% to 6.2 mln tonnes.
- Jet fuel production declined by 3.1% to 723 thous. tonnes.

KMG's position

KMG co-manages four of Kazakhstan's largest refineries, which together hold an 80% market share in oil refining. During the reporting period, the Company made significant progress in capacity ramp-up and product quality improvement projects, continued asset modernisation, and secured stable supplies to the domestic market by building up the necessary inventories.

KMG's market share in Kazakhstan by segment in 2025, mln tonnes



3

National Development Plan of the Republic of Kazakhstan until 2029

The National Development Plan of the Republic of Kazakhstan until 2029, approved by Presidential Decree No. 611 dated 25 July 2024, is the fundamental governmental road map that outlines the strategic guidelines for the nation's social and economic development for the medium-term period of 2025–2029. The National Plan underscores the vital importance of the oil and gas sector to Kazakhstan's economy. It identifies the primary factors shaping the industry's outlook, including the state of the mineral resource base, exploration activity levels, rising domestic energy consumption, and existing bottlenecks in export and internal infrastructure.

To secure the long-term sustainability of the sector, the National Plan establishes the following strategic priorities:

- mitigating implementation risks for expansion projects at major fields while increasing gas processing capacity;
- enhancing the investment case of exploration and the development of new hydrocarbon assets;
- diversifying export routes and upgrading infrastructure to ensure reliable domestic supply;
- managing energy demand, including through pricing policies.

Strategic direction

In 2025, KMG's operations were in line with the priorities of the National Development Plan of the Republic of Kazakhstan until 2029. In the reporting period, KMG:

- ran expansion and plateau extension projects at major fields, including the commissioning of facilities under the Future Growth Project at the Tengiz field;
- advanced projects to increase gas processing capacity, including the construction of a new gas processing plant in Zhanaozen;
- intensified exploration and resource-based expansion activities, including the introduction of investment incentives and the execution of prospecting and exploration works;
- diversified export routes and enhanced the resilience of logistics infrastructure, including the development of additional oil transportation corridors and the renewal of the tanker fleet;
- stabilised the domestic energy market by developing supply infrastructure, increasing oil refining volumes at Kazakhstan refineries, and boosting the production of light oil products;
- advanced strategic initiatives in oil refining, petrochemicals, digitalisation, and decarbonisation to increase refining depth, improve operational efficiency, and foster low-carbon energy.

4

Refining Sector Development Concept

The Refining Sector Development Concept for 2025–2040 was approved by Resolution of the Government of the Republic of Kazakhstan No. 549 dated 21 July 2025. The document was developed to implement the Kazakhstan Strategy 2050 and the Strategy for Carbon Neutrality by 2060, and is set to ensure the country's energy security, as well as achieve 100% saturation of the local market with domestic oil products.

The Concept outlines endeavour across the following key areas:

- introducing high-tech refining processes aimed at increasing the refining depth to 94%, as well as enhancing the Nelson complexity index;
- expanding and upgrading existing refinery capacities, including:
  - expanding PetroKazakhstan Oil Products from 6 to 12 mln tonnes per year;
  - increasing the Pavlodar Refinery capacity from 5.5 to 9 mln tonnes per year;
  - modernising the Caspi Bitum plant, increasing its capacity from 1 to 1.5 mln tonnes per year;
- commencing the design of a new refinery with a capacity of 10 mln tonnes per year no later than 2030;
- establishing a dedicated industry research institute for oil refining and petrochemicals, focused on resolving systemic issues related to the shortage of applied scientific developments, technological competencies, and qualified personnel.

Strategic direction

In the reporting period, the capacity expansion of the Caspi Bitum plant was completed, boosting oil refining to 1.5 mln tonnes per year, while a new liquefied gas treatment facility using Merox technology was put into operation at the Pavlodar Refinery, which improved output quality. Projects for the expansion and upgrade of KMG Group's refining capacities are at various stages of the investment cycle – from PFS and design to active implementation and commissioning.

For more details, see the Key Investment Projects section, **p. 63-71**

5

Development of Kazakhstan's petrochemical industry in 2025

The development of the petrochemical industry is among the priorities for diversifying Kazakhstan's economy under the government's industrial policy. As part of Kazakhstan's Refining Sector Development Concept for 2025–2040, petrochemistry is perceived as a key tool for the deep conversion of feedstock, including through the creation of integrated refining and petrochemical facilities. In practice, industry priorities are brought to life under the Road Map for the Development of the Oil and Gas Chemical Industry for 2024–2030, approved by the Ministry of Energy of the Republic of Kazakhstan. According to official information from the Government, the Road Map provides for six major petrochemical projects with total investments of around USD 15 bln, infrastructure development in the National Industrial Petrochemical Technopark special economic zone, as well as a gradual increase in petrochemical production from 357.8 thous. tonnes in 2023 to about 1.8 mln tonnes by 2030, if planned projects are completed and enough feedstock is provided to the relevant facilities.

Strategic direction

KMG continues to advance Kazakhstan's petrochemical industry in line with the state industrial policy, focusing on increasing the refining depth and manufacturing high-value-added products. In 2025, KMG:

- ensured polypropylene production at the KPI integrated gas chemical complex with an expansion of the grade range tailored to meet domestic market needs;
- started major construction works of the polyethylene plant (Silleno) with a capacity of 1.25 mln tonnes per year;
- launched the gas separation unit project.

KMG views petrochemistry as a key driver for the long-term growth and diversification of the national economy, generating a multiplier effect for related sectors and the export potential of energy and chemical products.

For more details, see the Key Investment Projects section, **p. 63-71**

[1] KMG's share in Kazakhstan's oil and gas condensate production is calculated as the ratio of KMG Group's oil and gas condensate production, including its stakes in joint and associated projects, to Kazakhstan's total oil and gas condensate output, expressed as a percentage.

[2] KMG's share in Kazakhstan's natural and associated gas production is calculated as the ratio of KMG Group's natural and associated gas production, including its stakes in joint and associated projects, to Kazakhstan's total natural and associated gas output, expressed as a percentage.

[3] KMG's share in Kazakhstan's oil refining is calculated as the ratio of refining throughput at KMG Group's refineries, including its stakes in joint and associated projects, to the total oil refining throughput at Kazakhstan's refineries, expressed as a percentage.

[4] KMG's share in Kazakhstan's oil transportation is calculated as the ratio of the oil transportation volume via oil trunklines and maritime routes attributable to KMG Group, including its stakes in joint and associated projects, to Kazakhstan's total oil transportation volume via oil trunklines and maritime routes, expressed as a percentage.

6

Kazakhstan's Environmental Code
Since 2021, Kazakhstan has enforced an Environmental Code based on the "polluter pays and remedies" principle, which sets out requirements for environmental protection, the adoption of best available techniques, and enhanced environmental monitoring.

The Environmental Code provides for a step-by-step transition of industrial majors to comprehensive environmental approvals, as well as the advancement of automated emission monitoring and environmental reporting practices.

Strategic direction
In 2025, KMG operated in line with the requirements of the Environmental Code. In the reporting year, KMG:
- oversaw that key upstream and downstream assets, including Mangistaumunaigaz, Kazakhoil Aktobe, Atyrau Refinery, Pavlodar Refinery, and PetroKazakhstan Oil Products, secured data streaming from the automated monitoring system to the Ministry of Ecology, Geology, and Natural Resources in real time via the infrastructure of National Information Technologies;
- implemented technical measures to reduce pollutant emissions, including upgrading process equipment and introducing energy-efficient solutions at downstream and upstream assets, including Atyrau Refinery and Pavlodar Refinery;
- applied corporate environmental documents, including KMG's Environmental Policy, the waste management standard, and the corporate environmental impact assessment standard in subsidiaries and associates of KMG Group;
- undertook remediation and restoration activities for disturbed lands, implemented on an annual basis as part of ongoing operations.

These activities complied with the requirements of Kazakhstan's environmental legislation and KMG's corporate documents aimed at reducing environmental risks and enhancing the additional of the Company's operations.

7

Kazakhstan's Water Code
In 2025, a new Water Code came into force in Kazakhstan to establish a sustainable water resources management system and ensure the country's water security. The document enshrines the basin-based principle of water fund management, strengthens requirements for the reasonable use of water, water conservation, and the development of reuse and recycling water supply systems, and outlines measures to adapt the economy's water sector to climate change, including the risks of droughts and floods.

The Water Code sets additional requirements for industrial water users regarding water use accounting and planning, compliance with water withdrawal and discharge limits, the adoption of water-saving technologies, and the prevention of negative impacts on water bodies. These efforts seek to mitigate water stress and enhance economic resilience amid water scarcity.

Strategic direction
KMG views water resources management as a key driver of operational resilience and long-term development. Kazakhstan is located in a zone of high water stress, with a significant portion of KMG's upstream assets situated in regions prone to water scarcity – a factor that elevates the importance of systemic water risk management. In 2025, KMG:
- continued to reduce freshwater withdrawal and improve water use efficiency across upstream and downstream assets, primarily by expanding the reuse of treated wastewater;
- conducted a comprehensive water consumption audit across all subsidiaries and associates to identify assets with the highest efficiency improvement potential and establish a baseline for uniform corporate standards and targets;
- initiated the development of a Group-wide Water Resources Management Programme to ensure long-term sustainability and align production processes with evolving regulatory requirements;
- commissioned the Kenderly seawater desalination plant – with a design capacity of up to 50 thous. m^3 per day – as part of a strategic infrastructure drive to utilise alternative water sources in water-scarce regions.

8

Kazakhstan's Strategy for Carbon Neutrality by 2060
Kazakhstan's Strategy for Carbon Neutrality by 2060 outlines the long-term guidelines for the country's social and economic development and the transformation of the energy sector. The document is based on scenario analysis and comprehensive modelling and factors in the macroeconomic, technological, and investment parameters of the transition to a low-carbon development model.

The Strategy provides for the gradual transformation of economic sectors, including the oil and gas sector, with a focus on improving energy efficiency, reducing the carbon intensity of production, and developing technologies for the deep conversion of hydrocarbons. The document serves as a long-term benchmark for shaping industry and corporate strategies.

Strategic direction
KMG recognises its impact on the economy, society, and the environment and is committed to integrating sustainable principles into its core business processes. In 2025, KMG:
- was operating in line with the 2060 Low-Carbon Development Programme;
- continued with carbon footprint reduction projects, including those associated with renewable energy;
- conducted methane emissions management activities at its upstream assets, including instrumental measurements, equipment inspections, and works to identify and eliminate potential leak sources as part of existing operational procedures;
- continued advancing projects for carbon capture, utilisation and storage (CCUS), the development of hydrogen energy, and sustainable aviation fuel (SAF);
- ensured climate-related disclosures in accordance with applicable international recommendations and reporting standards (CDP).

Competition analysis

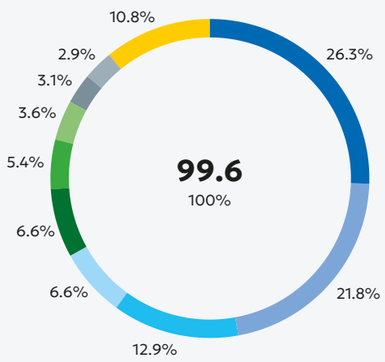
KMG holds a pre-eminent position in Kazakhstan's oil and gas sector, maintaining robust competitive advantages derived from its scale, integrated business model, and status as a national company.

1. Resource base and asset control. KMG is the nation's largest oil and gas producer, with a share of approximately 26% in total oil and gas condensate production and around 17% in natural and associated gas production. The Company participates in Kazakhstan's major upstream projects, including the Tengiz, Karachaganak, and Kashagan fields, which form the backbone of national hydrocarbon production.
2. Integrated value chain. KMG's business model spans the entire value chain – from exploration and production to refining, transportation, and the marketing of hydrocarbons and oil products. This integration allows the Company to enhance operational efficiency, optimise costs, and mitigate the impact of price volatility on financial performance.
3. Export and transport infrastructure. KMG controls and participates in the management of key oil transportation infrastructure, including the CPC system, the Atyrau–Samara route, the Atasu–Alashankou oil pipeline, and sea transportation via the Port of Aktau. The Company remains focused on enhancing the resilience and diversification of its export logistics amidst a turbulent external environment.
4. Government support and strategic role. As a national oil and gas company, KMG participates in strategic projects and enjoys preferential rights to obtain subsoil use permits through direct negotiations, ensuring resource base stability and a sustainable long-term development trajectory.
5. Financial resilience and access to capital markets. KMG maintains high liquidity, disciplined control over operating costs and CAPEX, and broad access to international and regional capital markets, including the LSE, AIX, KASE, and HKEX, providing flexibility for the Company's financial policy.
6. Long-term self-sufficiency in reserves. At year-end 2025, proved (1P) oil and gas condensate reserves life was 13 years, exceeding the average of about 11 years for the global oil majors.

1P oil and condensate reserves life in 2025[1], years

Companies	1P oil and gas condensate reserve life
KMG	13 (2025)
BP	9
TotalEnergies	12
Exxon Mobil	13
Eni	10
Chevron	8
Petrobras	12
Shell	9
Equinor	8

Oil and gas condensate output in Kazakhstan in 2025



mln tonnes

26.2	KMG	5.4	PetroChina
21.7	Chevron	3.6	LUKOIL
12.8	ExxonMobil	3.1	TotalEnergies
6.6	Shell	2.9	CNPC
6.6	Eni	10.7	Others

Source: JSC "Situational Analytical Center of the Fuel and Energy Complex of the Republic of Kazakhstan".

[1] These metrics are estimates calculated as the ratio of net proved hydrocarbon reserves (1P) to annual production. For comparable companies, the calculations are based on publicly available data for 2024; for KMG, metrics are based on the annual PRMS reserves assessment for 2025.

KMG Development Strategy

Context

In 2025, the oil and gas industry continued to navigate a period of heightened macroeconomic and geopolitical uncertainty. Decelerating global economic growth, shifts in the monetary policies of major economies, and persistent commodity price volatility created a volatile external environment for all energy market players.

In this context, KMG's Development Strategy focused on adapting to the evolving global energy landscape and establishing a sustainable model for long-term growth. The Company prioritised enhancing value chain efficiency, bolstering financial resilience, diversifying business operations, and gradually transforming its business model in alignment with global energy and climate trends.

VISION

Vertically integrated national oil and gas company that meets the highest standards of safety, is committed to sustainability principles, and seeks to maximise its financial performance.

MISSION

We are effective and sustainable in our use of natural resources to ensure energy security, development, and prosperity of Kazakhstan while also caring about future generations.

KMG's 2022–2031 Development Strategy was approved by the Board of Directors in November 2021.

Strategic focuses

Value creation

STRATEGIC GOALS

Resource base sufficient to support the Company's growth

Improved efficiency across the Company's value chain

Business diversification and product portfolio expansion

2031 targets

1. new reserves coming from onshore and offshore projects;
   - reserves quickly put on stream;
   - subsoil exploration for prospective blocks.
2. total oil output of **240 mln tonnes** in 2022–2031;
   - uninterrupted operation of oil refineries;
   - gas production ramp-up and commercialisation;
   - production of petrochemicals (benzene, paraxylene);
   - increased utilisation of existing capacity;
   - development of additional oil export routes.
3. **Petrochemical projects** to make:
   - polyethylene;
   - polypropylene;
   - polyethylene terephthalate;
   - terephthalic acid.

Energy transition

Sustainable development and gradual reduction in carbon intensity of production

2031 targets

1. Gradual improvement of the **ESG rating**
   - Introduction of projects aimed at obtaining **carbon offsets**
   - Purchase of **I-REC** certificates
2. **15%** reduction in CO_2 emissions vs 2019
   - Forest-climate projects
   - Low-carbon hydrogen
3. Implementation of renewable energy projects with total installed capacity of at least **300 MW attributable to KMG**
   - Use of carbon dioxide capture and storage technologies
4. At least **10%** reduction in carbon intensity and energy intensity of production operations

ALL LINES OF ACTIVITY

Minimised operating costs | Optimised asset structure | Efficient procurement | Digitalisation and technology development | Project management

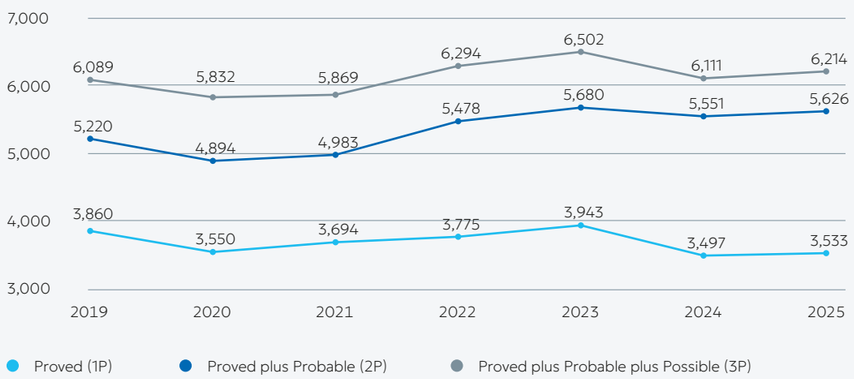
By delivering on its four strategic goals, KMG contributes to diversifying the national economy and reducing Kazakhstan's carbon footprint. The Company's Development Strategy, along with its strategic goals and objectives, is disclosed for all stakeholders on its corporate website. Furthermore, KMG Group consistently holds annual strategic meetings to tackle systemic and forward-looking challenges that influence the Company's operations.

Strategic goal No. 1

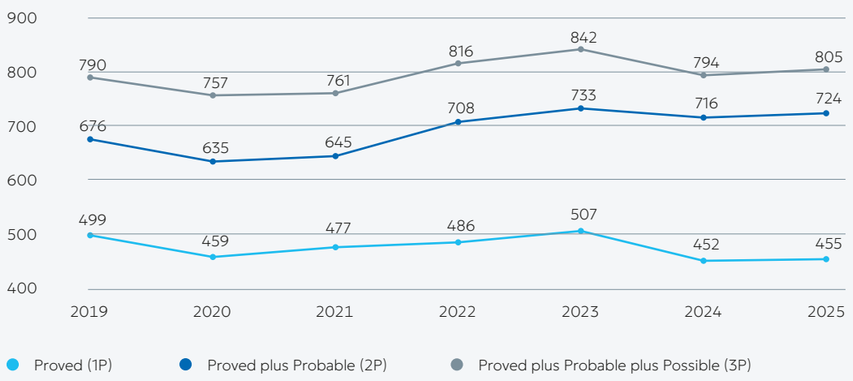
Resource base sufficient to support KMG's growth

2025 highlights

Net hydrocarbon reserves under PRMS, mln boe



Net hydrocarbon reserves under PRMS, mln toe



- **161 mln tonnes** – cumulative new reserves in 2022–2025.
- Hydrocarbon exploration and production contracts were signed with strategic partners for complex projects at the Zhylyoi (Atyrau Region and Kazakhstan's part of the Caspian Sea) and Berezovsky (West Kazakhstan Region) subsoil blocks.
- Drilling of two deep prospecting wells was completed at the Karaton Subsalt (Atyrau Region) and Turgai Palaeozoic (Kyzylorda Region) blocks.

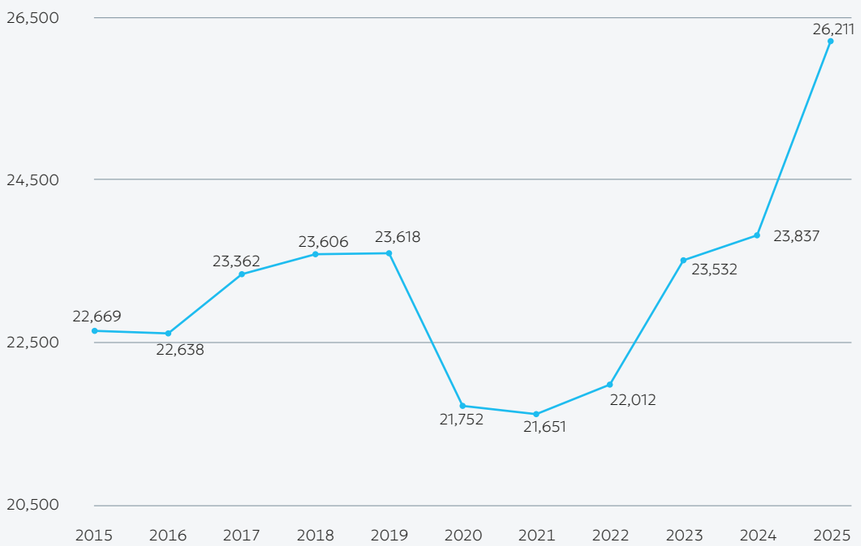
For more details, see the Exploration section, **p. 74-77**

Strategic goal No. 2

Improved efficiency across the Company's value chain

Upstream

Oil and gas condensate production, thous. tonnes



2025 highlights

- **26.2 mln tonnes** – all-time high for oil and gas condensate production.
- **434 thous. tonnes** – additional oil output from implementing measures under the roadmap of technological challenges.
- **11.4 bln m³** – all-time high for natural and associated gas production.
- Commercial production of crude oil commenced at the Third-Generation Plant at the Tengiz field.
- Gas production ramp-up at the West Prorva (Embamunaigas), Rozhkovskoye (Ural Oil and Gas) and East Urikhtau (Urikhtau Operating) fields driven by the launch of new wells.

For more details, see the Upstream section, **p. 78-95**

Midstream

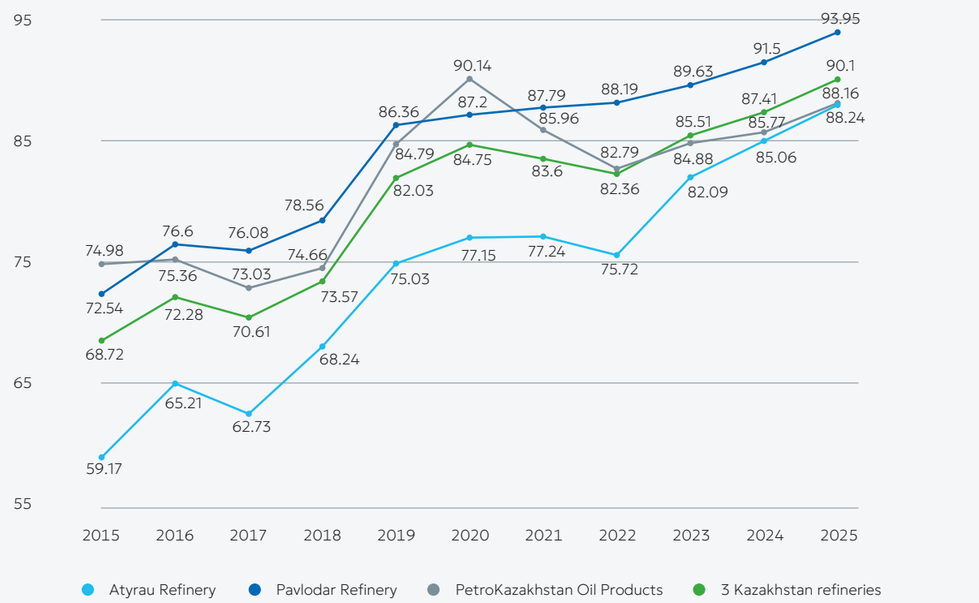
2025 highlights

- **1 bln tonnes** – total volume of oil shipped via the CPC marine terminal since 2001.
- **45.1 mln tonnes** – transportation volume via the KazTransOil system (a seven-year high).
- **63.8 mln tonnes** – volume of Kazakhstan oil shipped via the CPC marine terminal.
- **2.1 mln tonnes** – volume of Kazakhstan oil supplied to Germany.
- **1.3 mln tonnes** – volume of Kazakhstan oil shipped from the Port of Aktau via the Baku–Tbilisi–Ceyhan (BTC) route.

For more details, see the Midstream section, **p. 96-104**

Downstream

Refining depth, %



2025 highlights

- **14.7 mln tonnes** – all-time high for total hydrocarbon refining throughput at Kazakhstan refineries (18.2 mln tonnes on a 100% basis).
- **90.1%** – all-time high refining depth at Kazakhstan refineries.
- **77.7%** – all-time high yield of light oil products at Kazakhstan refineries.
- **4.6 mln tonnes** – all-time high petrol production at Kazakhstan refineries (5.7 mln tonnes on a 100% basis).
- **5.1 mln tonnes** – all-time high diesel fuel production at Kazakhstan refineries (6.1 mln tonnes on a 100% basis).
- The upgrade of the Caspi Bitum plant was completed, increasing oil refining capacity from 1.0 mln to 1.5 mln tonnes per year and bitumen production from 500 thous. to 750 thous. tonnes per year.

For more details, see the Downstream section, **p. 104-115**

Strategic goal No. 3

Business diversification and product portfolio expansion

2025 highlights

- **377 thous. tonnes** – output of polypropylene at the KPI integrated gas chemical complex.
- Construction of the Silleno integrated gas chemical complex for polyethylene production with a capacity of **1.25 mln tonnes per year commenced**.
- An EPC contractor was selected for the gas separation unit (GSU) construction project.
- A contractor was selected for the trunkline (ethane, propane) construction project.
- A four-party Framework Agreement on the Urea project was signed as part of developing cooperation with CNPC (China).

For more details, see the Key Investment Projects section, **p. 63-71**

Strategic goal No. 4

Sustainable development and gradual reduction in carbon intensity of production

2025 highlights

- **BBB** – ESG rating from MSCI[1].
- **B** – CDP climate rating[2].
- **Climate and disclosure:** methane emissions reports of subsidiaries and associates were submitted to UNEP[3] under the OGMP 2.0[4] initiative.
- **Low-carbon energy:** a 50 MW solar power plant was commissioned in Zhanaozen (Mangistau Region).
- **Environmental and social initiatives:** the Kenderly seawater desalination plant with a capacity of 50 thous. m^3 per day was brought on-stream in the Mangistau Region.
- **Methane emissions management:** instrumental measurements of methane leaks were conducted at Kazgermunai, Embamunaigas, and Mangistaumunaigaz.

For more details, see the Ensuring Sustainable Development section, **p. 156-166**

1 Morgan Stanley Capital International, an international provider of indices and ESG ratings for the global investment community.
2 Carbon Disclosure Project – a climate programme for carbon reporting.
3 United Nations Environment Programme (UNEP) – the leading UN body for environmental protection.
4 Oil & Gas Methane Partnership 2.0 (OGMP 2.0) – UNEP's flagship programme for reporting and mitigating methane emissions in the oil and gas sector.

KPIs

In 2025, KMG implemented key initiatives and achieved its planned corporate KPIs.

Performance against corporate KPIs in 2025[1]

Corporate key performance indicators	2025 actual performance (2024 actual performance), description
Oil and gas condensate production	**26,211 thous. tonnes (2024: 23,837 thous. tonnes)** This indicator measures oil and gas condensate production from operating assets and major oil and gas assets attributable to the Company. For more details, see the Upstream section, **p. 78-95**
Performance under investment projects	**8 projects (2024: 6 projects)** 1. Construction of the Kenderly seawater desalination plant (commissioning). 2. Ramping up the Caspi Bitum plant's oil refining capacity to 1.5 mln tonnes per year through the modernisation of the existing EDD-AVDU unit (commissioning). 3. Construction of a new gas processing plant in Zhanaozen (obtaining a positive conclusion from Gosexpertiza for the detailed design of Phase 2, completion of general construction works on Phase 1). 4. Construction of an integrated gas chemical complex. Phase 2 (polyethylene) (ordering long-lead equipment for the polymerisation unit and off-site facilities (compressors, columns, reactors, pumps, extruder, etc.), commencement of earthworks and piling works (pyrolysis)). 5. Construction of a gas separation unit (ordering long-lead equipment (compressors), obtaining a decision from the Council for National Fund Management and/or another lender, including KMG, on project financing). 6. Kalamkas-Sea and Khazar (ordering the construction of offshore platforms at Kazakhstan shipyards, completion of FEED). 7. Construction of a 247 MW hybrid power plant with Eni. 8. Ethane and propane trunkline construction in the single right-of-way, Atyrau Region (selecting the EPC contractor). For more details, see the Key Investment Projects section, **p. 63-71**
EBITDA margin, excluding trading	**45% (2024: 44%)** This indicator measures the Company's profitability and shows the percentage of revenue retained by the Company before taxes, interest on loans, and depreciation and amortization. For more details, see the Financial Review section, **p. 126-139**
Total shareholder return (TSR)	**40.65% (2024: 28.55%)** This indicator measures return on invested capital. 40.65% = (average share price in the reporting year (KZT 17,893) – average share price in the previous year (KZT 13,071) + dividend per share (KZT 491.71) – contribution to the authorised capital per share (KZT 0)) / average share price in the previous year (KZT 13,071) × 100% For more details, see the Shareholder and Investor Relations section, **p. 278-287**
Comprehensive OHS indicator	**75% (2024: 125%)** The indicator reflects a reduction in the Lost Time Incident Rate (LTIR); identification and alerts on unsafe conditions / unsafe behaviour / unsafe actions / hazardous events / hazardous factors. In 2025, due to a fatal accident at Ozenmunaigas, the OHS indicator is capped at the 75% threshold. For more details, see the Occupational Safety section, **p. 189-194**
Share of in-country value (ICV) in the procurement of goods and share of in-country value in the procurement of works and services across KMG Group	**ICV (goods) – 70%, ICV (goods/services) – 90% (2024: ICV (goods) – 55%, ICV (goods/services) – 89%)** This indicator reflects the share of in-country value in the procurement of goods, works, and services across KMG Group in 2025 (KMG's subsidiaries and associates acting as subjects of the Samruk-Kazyna procurement procedures). For more details, see the Supplier relations section, **p. 195-199**
Approval of the Road Map for AI Projects	The KPI reflects the approval of the Road Map for AI Projects (the Road Map must include at least six projects) The Road Map was approved by KMG's Board of Directors on 4 December 2025 (indicator introduced in 2025)

[1] The KPI delivery values are estimated. The final approval by the KMG Board of Directors of the actual values of the indicators for 2025 is expected in July 2026.

Key investment projects

Investment portfolio overview

In line with the 2022–2031 Development Strategy, the Company is consistently building an investment portfolio with a focus on long-term growth, sustainability and technological upgrade. Today it encompasses a wide range of projects seeking to diversify the business, expand the product line, improve efficiency across the Company's value chain, and strengthen the resource base. KMG supports projects in both conventional (exploration, transportation and refining of oil) and new realms (petrochemicals, alternative energy, and carbon footprint reduction at its existing operating assets).

As of late 2025, the total value of investment projects involving the Company amounted to KZT 62,499 bln, including KZT 22,354 bln attributable to KMG[1].

In 2025, as part of the long-term growth strategy and strengthening its competitive edge, KMG continued to expand its investments. Over the year, final investment decisions were made on projects totalling KZT 544 bln, including KZT 531 bln attributable to the Company.

Projects with FID made in 2025, with KMG's interest

Project	Interest	Total cost (approved), KZT bln	Cost attributable to KMG share, KZT bn
Projects with FID made in 2025:		**544**	**531**
Construction of the first integrated gas chemical complex. Phase 2 (construction of trunklines – ethane, propane)	100%	339	339
Programme for transitioning to a three-year continuous run between turnarounds at Pavlodar Refinery	100%	110	110
Transition to a three-year continuous run between turnarounds at Atyrau Refinery	100%	37	37
Efficiency improvement at Atyrau Refinery	100%	33	33
Transition to a longer interval between repairs at Shymkent Refinery	50%	24	12

[1] Including KMG's participation in megaprojects (Tengiz, Kashagan, Karachaganak) and joint ventures.

Portfolio of investment projects

Project type	Total investment portfolio, KZT bln[1]		Share of investment portfolio attributable to KMG, KZT bln	
	31 December 2024	31 December 2025	31 December 2024	31 December 2025
Oil and gas exploration and production	42,747	52,300	13,216	16,451
ESG projects	991	728	363	200
Oil transportation	368	411	136	154
Refining and marketing of oil products	587	573	501	364
Petrochemicals	6,460	8,353	5,063	5,051
Other	117	134	111	134
Total	**51,270**	**62,499**	**19,390**	**22,354**

Oil and gas exploration and production

Project “Subsurface Geological Study for Preliminary Seismic Surveys across Five Blocks”

(GIN 1.0)

The project saw seismic survey data for Mugodzhary, Berezovsky, Zharkyn, Bolashak and Northern Ozen (Aktobe, West Kazakhstan and Mangistau regions) processed and interpreted.

Project “Subsurface Geological Study for Preliminary Seismic Surveys across Three Blocks”

(GIN 2.0)

In 2025, the Company completed field seismic surveys at Southern Shu-Sarysu and Bereke (Ulytau and Atyrau regions) and reprocessed historical data for Shygys, Aktobe Region.

Kalamkas-Sea and Khazar development project

In 2025, the Company completed the FEED and drafted documents to make a final investment decision to transition to the next stage.

New subsoil exploration contracts

The Company signed hydrocarbon exploration and production contracts for complex projects:

- Northern Ozen, Mangistau Region;
- Bolashak, Mangistau Region;
- Zhylyoi, Atyrau Region;
- Berezovsky, West Kazakhstan Region.

While the FID was to be made in December 2025, current sanctions imposed on LUKOIL effective from November 2025 create material legal, financial and operational constraints, forcing the parties to look into additional implementation options.

Rozhkovskoye development project

At the Rozhkovskoye field, Phase 1 equipment has now been fully deployed as per the design, achieving a design capacity of 1.6 mln m³ of gas per day. Gas production in 2025 amounted to 469 mln m³ and gas condensate production to 343 thous. tonnes. Targets for 2026 provide for 548 mln m³ of gas and 384 thous. tonnes of condensate.

Urikhtau project

At the East Urikhtau field, 2025 saw the completion of a work programme comprising the drilling and commissioning of two production wells and an overhaul of the oil pipeline. Hydrocarbon production for the year amounted to 95 thous. tonnes, with associated gas production of 79 mln m³.

A key focus of the period was preparing for commercial development of the field’s gas condensate section. The project envisages bringing approximately 30 bln m³ of natural gas reserves into production. On 25 December 2025, addendum No. 1 to the raw gas processing agreement dated 16 June 2025 was signed between Urikhtau Operating and CNPC International Aktobe Petroleum. Commercial development of the Central Urikhtau field is scheduled to begin in 2026, with gas production ramping up progressively towards a potential of 1 bln m³ per year.

Tengiz, Kashagan and Karachaganak megaprojects

KMG holds stakes in the nation’s largest oil and gas assets – Tengiz (20%), Kashagan (16.88%) and Karachaganak (10%) developed in partnership with strategic investors.

Tengizchevroil

TCO completed the Future Growth Project (FGP) and the Wellhead Pressure Management Project (WPMP) designed to boost oil production by 12 mln tonnes per year.

In April 2024, the company commissioned WPMP facilities to maximise the load of production facilities. By the end of 2025, the project costs amounted to USD 47.8 bln against the approved budget of USD 48.9 bln, and overall progress was 100%.

In January 2025, the Third-Generation Plant (TGP) obtained the first batch of oil, with total daily production at Tengizchevroil at approximately 120 thous. tonnes. In June 2025, the Company signed an FGP and WPMP commissioning certificate.

Karachaganak

1. In September 2024, we successfully completed the testing of the 5th injection compressor, with the commissioning certificate signed in March 2025.
2. The 6th injection compressor project is now in the active construction phase, with completion progress at 97% ahead of the schedule. The project is expected to be commissioned in 2Q 2026.

These projects seek to maintain the production plateau at 10–11 mln tonnes of hydrocarbons per year.

[1] Including KMG’s participation in megaprojects (Tengiz, Kashagan, Karachaganak) and joint ventures. Including historical costs and foreign exchange differences. Including preliminary cost estimates for exploration projects, factoring into further project implementation.

Kashagan
Oil production at the Kashagan field is currently underway as part of Phase 1 development.
The Company is considering projects for Phase 2 development aimed at increasing crude oil and condensate output by a total of ca. 710 thous. bbl per day (ca. 89.5 thous. tonnes per day):

1. Phase 2A involves increasing oil production by 6.3 thous. tonnes per day (with the overall production at Kashagan reaching 63 thous. tonnes or 500 thous. bbl per day) by supplying raw gas to QazaqGas' new gas processing plant (GPP) with a capacity of 2.5 bln m^3 per year. NCOC and QazaqGas signed a FEED agreement; following the FEED, the parties will determine if the project is ready for implementation, agree on raw gas offtake terms and make a joint investment decision;
2. Phase 2B involves increasing oil production at Kashagan by 26.5 thous. tonnes per day (210 thous. bbl per day) to 89.5 thous. tonnes per day (710 thous. bbl per day), with an additional raw gas production of 6 bln m^3 per year. Conceptual studies of potential synergies with Tengiz are underway.

Refining and marketing of oil products

Given an expected rise in domestic consumption of oil products, KMG remains focused on developing the country's refining capacities to ensure reliable supply. That said, we are looking into ways to expand PKOP and Pavlodar Refinery capacities to 12 mln tonnes and 9 mln tonnes per year, respectively.

KMG also plans to conduct a comprehensive audit of the current equipment to draft a three-to-five-year upgrade programme for all refineries. With that in mind, KMG is increasing time between repairs across all refineries and taking steps to improve equipment reliability for the refineries to operate without interruption for three to four years.

Atyrau Refinery plans to implement a set of efficiency measures to eliminate process bottlenecks and boost the output of light oil products. In 2025, the company ranked relevant subprojects to focus on the most important ones and take timely steps to improve the efficiency of the key facilities and off-site infrastructure.

To increase fuel supply in the north and east of Kazakhstan, Pavlodar Refinery runs projects related to winter diesel fuel production, including the reconstruction of a diesel hydrotreating plant, integration of a dewaxing unit, and building a hydrogen unit. The commissioning of these facilities is scheduled for 2026.

In 2024–2025, to increase the domestic supply of road bitumen, the company expanded Caspi Bitum's oil refining capacity to 1.5 mln tonnes per year, with up to 750 thous. tonnes of bitumen produced annually.

Construction of a gas processing plant in Zhanaozen

KazGPP is running a project to build a gas processing plant in Zhanaozen with a capacity of up to 900 mln m^3 of natural and associated gas (KMG's stake – 100%).

On 17 February 2025, Gosexpertiza gave its approval for Phase 1, with the core equipment manufactured and construction and installation underway from 3 March 2025. On 14 July 2025, an approval is issued for Phase 2 preparations and the construction of supporting facilities, with design documents drafted and submitted to Gosexpertiza.

Petrochemicals

KMG is developing the petrochemical business, which has a strong multiplier effect for the national economy. The integrated gas chemical complex comprises the following facilities:

- a polypropylene plant (KPI);
- a polyethylene plant;
- a gas separation unit (GSU);
- trunkline infrastructure for ethane and propane transportation in the Atyrau Region.

In 2025, KPI completed the implementation phase of its project to build a polypropylene plant in the Atyrau Region, with the facility expected to reach design capacity in 2026.

In 2024–2025, Phase 2 saw final investment decisions made and EPC contracts signed for the following facilities:

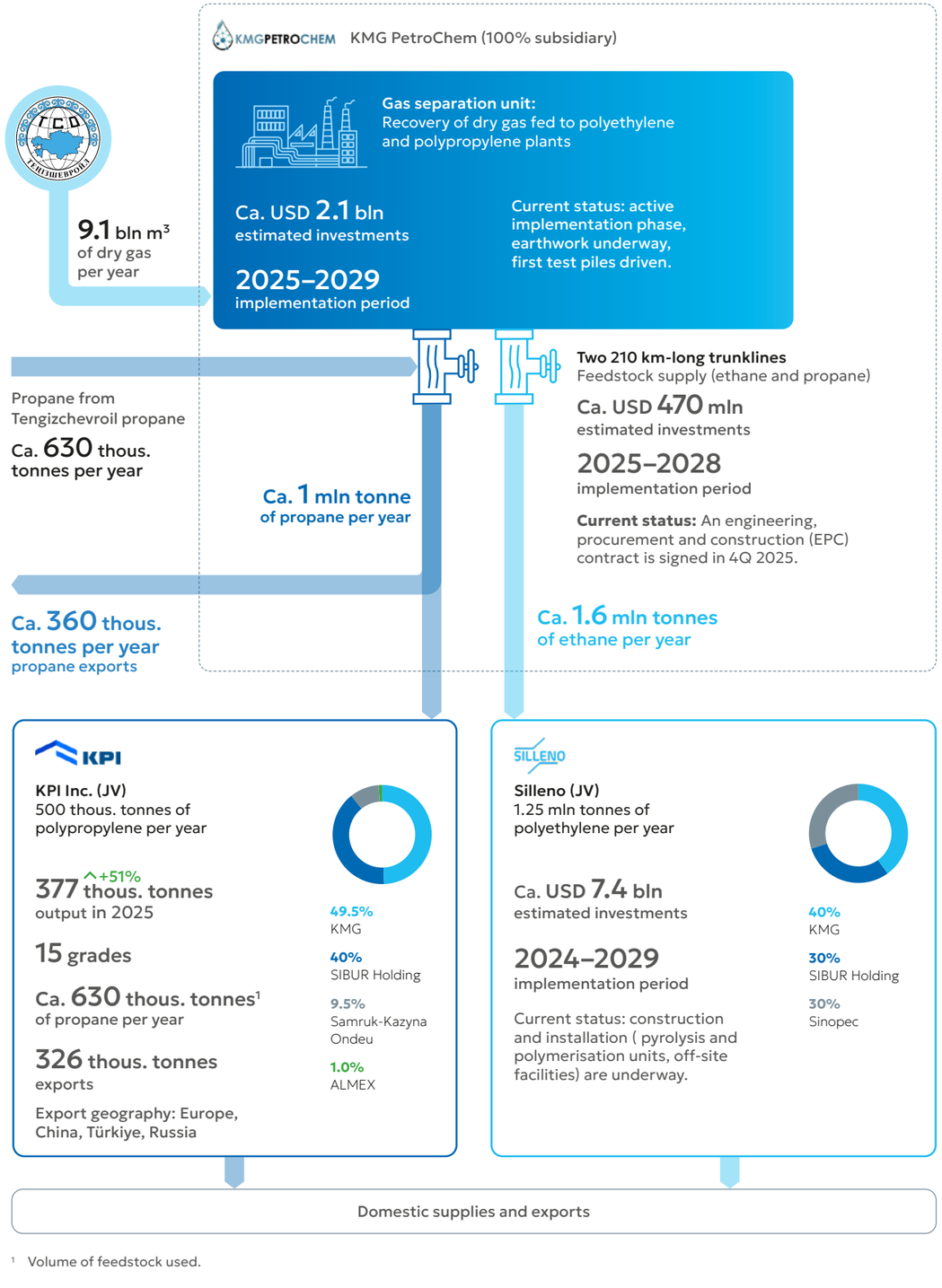
- a polyethylene plant;
- a GSU;
- ethane and propane trunklines.

The integrated gas chemical complex will operate using the full-cycle technology.

Today, propane, the key feedstock, is delivered from Tengiz to KPI's plant by rail, while ethane used to produce polyethylene cannot be transported likewise due to its physical and chemical properties and stringent storage requirements. To address this issue, two trunklines will be constructed to deliver liquefied ethane and propane from the GSU at Tengiz to the integrated gas chemical complex. Designed to provide secure logistics, the project will become part of the sustainable gas chemical cluster.

The Tengiz operator TCO will supply dry gas to be processed at the GSU directly from the field. Derived ethane will go to the polyethylene plant via the trunkline, while propane will be fed to the polypropylene plant via another pipeline.

Polyethylene and polypropylene value chain



[1] Volume of feedstock used.

Building the first integrated gas chemical complex in the Atyrau Region, Phase 2 (polyethylene production)
Project company: Silleno

Project participants:

- **40%** KMG
- **30%** SIBUR Holding
- **30%** Sinopec

Ca. USD 7.4 bln
CAPEX

On 31 March 2025, the Company commenced the main construction of a 1.25 mtpa polyethylene plant in the special economic zone of the Atyrau Region.

The project comprises core pyrolysis and polymerisation units along with off-site facilities.

Pyrolysis unit
In September 2024, the parties signed a relevant EPC contract and ordered equipment with a long lead time in January 2025. In March 2025, the EPC contractor started the main construction of the pyrolysis unit. Today piles and foundations are being put in place.

In 2026, equipment with a long lead time will arrive, and installation of steel structures and equipment will begin.

Polymerisation unit and off-site facilities
On 29 May 2025, the parties signed a relevant EPC contract, with earthwork and piling currently underway. Engineering works and placement of orders for equipment with a long lead time and large-sized units are in progress.

In 2026, installation of steel structures and equipment will begin.

Financing sources
In 2025, the project attracted USD 2 bln of bridge financing, with key long-term project investments expected in 2026–2027.

Construction of the gas separation unit
Project company: KMG PetroChem

Ca. USD 2.1 bln
CAPEX

On 5 August 2025 the parties signed a relevant EPC contract. The GSU is expected to process up to 9.1 bln m³ of dry gas from Tengiz and produce up to 1.6 mln tonnes of ethane and around 360 thous. tonnes of propane per year.

Drafting of design documents and placement of orders for equipment with a long lead time are in progress. Early construction works, including site preparation (levelling, topsoil stripping, and delivery of inert materials), have started. In parallel, CCIC is upgrading its shift camp and setting a temporary office. In November 2025, trial piles were tested to confirm actual bearing capacity in soil.

In 2026, the focus will be on proceeding to the active construction phase.

Ethane and propane trunkline construction in the single right-of-way, Atyrau Region
Project company: KMG PetroChem

Ca. USD 470 mln
CAPEX

In 2Q 2025, the parties made a final investment decision to proceed to the construction phase, which includes laying ethane and propane trunklines each

around 210 km long to transport liquefied ethane and propane from TCO facilities and the GSU at Tengiz to polyethylene and polypropylene plants.

In December 2025, the parties signed a relevant EPC contract.

In 2026, the project will see national technical regulations on liquefied ethane and propane trunklines drafted and approved, a detailed project design developed and approved by Gosexpertiza, equipment ordered, and construction and installation commence.

Promising petrochemical projects
In addition to the above projects, KMG is contemplating initiatives set to advance Kazakhstan's chemical industry. These initiatives are poised to drive local economy, create jobs and increase tax revenue, while also boosting Kazakhstan's export potential and addressing domestic market demands.

Construction of a terephthalic acid and polyethylene terephthalate plant
The project owner will be KMG PetroChem. At present, no strategic partner is selected, with negotiations underway. Financing structure and other parameters will be determined together with the strategic partner when the project is configured.

Construction of a urea complex
Project company: TBD In 2025, as part of Chinese President Xi Jinping's visit to Kazakhstan, KMG, China National Petroleum Corporation, Kazakhstan's Ministry of Energy, and the akimat of the Aktobe Region signed a quadrilateral framework agreement and reached a number of key agreements on expanding partnership in oil and gas and running the joint project.

A urea complex in the Aktobe Region is built to supply nitrogen fertilisers to agriculture and highly sought-after chemical feedstock to enterprises, reducing import dependence, and strengthening the country's export and industrial potential. In 4Q 2025, the preFS was designed.

Construction of a linear alkylbenzene complex
In 2025, as part of expanding international partnerships, KMG and its potential strategic partner Uzbekneftegaz signed a framework agreement on the contemplated construction of a linear alkylbenzene complex. Linear alkylbenzene is the key feedstock for detergents, such as washing powder, dish soap and bleachers. The project is at the pre-project phase, and its costs are not yet evaluated.

Sustainable development projects

Construction of a desalination plant in the Mangistau Region
To deliver on priority sustainability goals and raise the social impact of its operations, KMG remains on track with infrastructure projects seeking to supply water to West Kazakhstan.

In 2025, we completed the construction of a desalination plant in Kenderli (Tokymak, Mangistau Region) commissioned in October of the same year. In December 2025, KMG transferred the facility to the Mangistau Region akimat free of charge. The KZT 121.2 bln project was financed from Ozenmunaigas' own funds received through MET allowances.

For more details, see the Service Projects and Water Protection sections, **pp. 117, 174**

Construction of a hybrid power plant in the Mangistau Region
KMG is building a hybrid power plant in the Mangistau Region in partnership with Italy's Eni, with 51% owned by Eni and 49% – by KMG.

The project will combine solar, wind and gas generation. In 2024, the parties signed a relevant EPC contract for gas and solar power plants. In September 2025, the solar power plant was commissioned while the construction of gas and wind power plants is underway.

The preliminary cost estimate for the project is USD 348 mln.

Construction of a Mirny wind power plant (Aktas Energy LLP)
Aktas Energy, the joint venture of KMG, Samruk-Energy and TotalEnergies (ownership split – 20%, 20% and 60%, respectively) is engaged in the construction of a 1 GW wind power plant with a 300MW/600MWh battery energy storage system in Mirny, Zhambyl Region. This is one of Kazakhstan's largest renewable energy projects envisaging the installation of 150 6.5–7.7 MW wind turbines from Envision Energy and SANY Renewable Energy, global leaders in the field of clean energy equipment supply. In 2025, the FEED stage was completed, with detailed design nearly 81% ready and technical documents going through review.

The project seeks to make energy supply more reliable and make up for the shortage of electricity in the south of Kazakhstan, while also reducing CO_2 emissions by over 2 mln tonnes per year. KMG hinges on this initiative to achieve its goals on cutting the carbon footprint and diversifying the energy portfolio.

Production of sustainable aviation fuel (SAF)
In 2025, ICF SH&E conducted a feasibility study for a sustainable aviation fuel (SAF[1]) plant, the first of its kind in Central Asia and the CIS. The project involving KMG, the European Bank for Reconstruction and Development, KazMunayGas-Aero, and Air Astana aligns with Kazakhstan's Strategy to Achieve Carbon Neutrality by 2060 and IATA's[2] commitment to net-zero emissions by 2050. SAF is considered a promising alternative to fossil fuels due to its significantly lower carbon emissions.

The feasibility study identified alcohol-to-jet (ATJ) as the best technology for the first stage of SAF production in Kazakhstan thanks to the availability of resources. A viable pathway for converting ethanol derived from both biological and non-biological sources, ATJ will help cut GHG emissions by 95% and improve energy efficiency.

To further promote economy decarbonisation and develop green energy, KazMunayGas-Aero, US-based LanzaJet, and Dostyk Leasing (BioOperations) signed an agreement to prepare a feasibility study of building a SAF plant in Kazakhstan. The project aims to localise advanced American technologies and create the region's first-ever SAF production in line with Kazakhstan's climate and energy priorities while unlocking opportunities for long-term industrial and tech partnership with the USA.

In September 2025, the parties signed a framework agreement stating that KazMunayGas-Aero accepts the outcomes of the feasibility study and will proceed to the pre-FEED and FEED (Front-End Engineering Design) stages should the project be further approved by KMG.

In January 2026, KMG's Investment Committee signed off an approval for KazMunayGas-Aero and KazFoodProducts to proceed to the PDP (Detailed Process Design Package) stage.

1 SAF – sustainable aviation fuel.
2 The International Air Transport Association.

Operating review

Reserves

According to the reserves audit report prepared by the international independent firm DeGolyer and MacNaughton in line with PRMS[1] international standards, KMG's proved and probable hydrocarbon reserves (2P) were 724 mln toe (5,626 mln boe) as of 31 December 2025. 2P reserves remained flat year-on-year, with a 100% reserve replacement. The reserve replacement came on the back of reserve reclassification following well interventions, reassessment of some fields, and a reestimation of reserves for the Kashagan and Dunga projects.

The annual assessment of reserves under the PRMS shows that the planned and actual measures to maintain KMG's reserve levels are monitored on a continuous basis. The proved reserves (1P) life is 13 years, exceeding the average for global oil majors (about 11 years). The reserves life in the 2P category (proved + probable) is 22 years.

The 2P reserve replacement ratio is 100%.

[1] Petroleum Resources Management System.

Net reserves[1] under PRMS (as of 31 December 2025)[2]

Reserves	Hydrocarbon reserves, mln boe			Hydrocarbon reserves, mln toe		
	2023	2024	2025	2023	2024	2025
Proved (1P)	3,943	3,497	3,533	507	452	455
Proved plus Probable (2P)	5,680	5,551	5,626	733	716	724
Proved plus Probable plus Possible (3P)	6,502	6,111	6,214	842	794	805

Analysis of causes for a change in 2P reserves of liquid hydrocarbons (oil + condensate) according to PRMS[3] in 2025, mln tonnes

The annual evaluation of hydrocarbon (oil and condensate) reserves in accordance with the PRMS standards (2P reserves of around 592 mln tonnes) reflects trends and key changes in the Company's resource base. Actual production for the reporting period was 26.2 mln tonnes, which is key for the reserves sustainability analysis.

Main factors contributing to reserve replacement included changes in development plans with more intensive interventions in wells in operation and reserve reclassification, resulting in a revision of technical volumes at fields operated by Embamunaigas (S. Nurzhanov, East Moldabek, Southeast Novobogat, West Prorva), and Mangistaumunaigaz (Zhetybai). Additionally, the reserve replacement was supported by lower selling prices for the Kashagan and Dunga projects, which increased KMG's estimated share and extended the field lives.

The reserve assessment under PRMS was adversely affected by economic factors, including revised macroeconomic forecasts – specifically, the USD/KZT exchange rate assumption rising from 470 to 540 tenge per US dollar and a drop in the Brent price from USD 75 to USD 60 per bbl – as well as higher operating costs (Ozenmunaigas, Karazhanbasmunai, etc.).

Hence, despite macroeconomic headwinds and rising operating costs, the reserve replacement driven by the effectiveness of well interventions at mature fields and an extension of the lifetimes of the Kashagan and Dunga projects enabled the Company to maintain a stable resource base.

[1] Net reserves are defined as the portion of gross reserves attributable to (1) the interest held by KMG after deducting all interests held by others, and (2) interests that are not held, but controlled by KMG.

[2] Data on liquid hydrocarbons (oil + condensate, including natural gas liquids) and marketable gas are presented in oil equivalent (boe). Conversion factors for gas: 1 million m^3 = 0.7728 thous. tonnes of oil equivalent; 1 million cubic feet = 0.1667 thous. barrels of oil equivalent.

[3] PRMS reserves volumes (oil + condensate) are stated excluding natural gas, associated gas, and other hydrocarbons.

Exploration

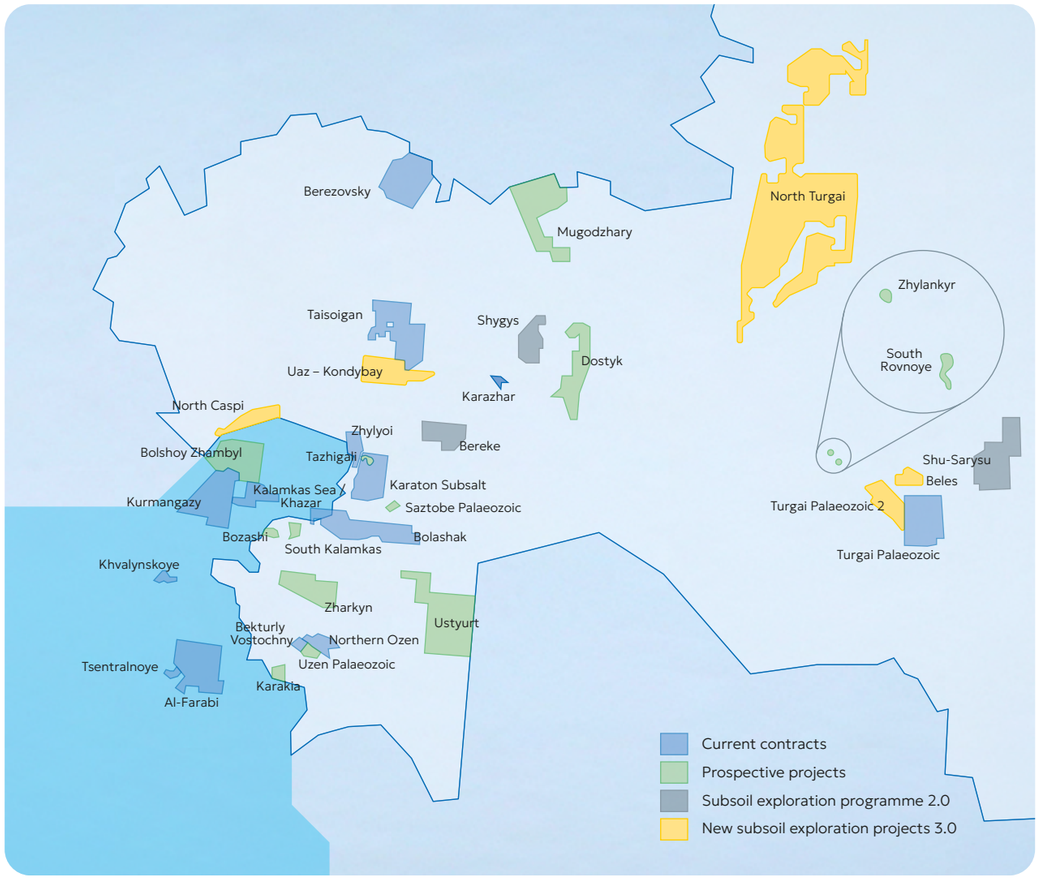
Growing the resource base is a key strategic priority for KMG. To this end, the Company has built a diversified portfolio of exploration projects developed on the back of extensive regional studies and basin modelling.

The key priorities of the exploration programme are as follows:

- comprehensive studies of deep-seated Palaeozoic prospects;
- pro-active seismic surveying in underexplored areas;
- looking for ways to expand resource base as part of the further exploration programme at existing fields.

The projects are implemented under subsoil use contracts and subsoil exploration licences. To reduce geological and financial risks, KMG takes steps to team up with strategic partners.

Key exploration projects



Turgai Palaeozoic project

Kyzylorda Region

The Turgai Palaeozoic project implemented by KMG on a standalone basis is focused on studying the subsurface geology of the South Turgai sedimentary basin and assessing the oil and gas potential of Palaeozoic deposits.

The PZ-1 prospecting well is the region's first well drilled to target the potential of subthrust Palaeozoic deposits in the South Turgai basin. The well was drilled under complex geological and technical conditions and reached a target depth of 5,500 m, with further deepening to 5,585 m.

The findings confirmed the presence of a thick Palaeozoic sedimentary complex beneath rocks historically assumed to represent the basement surface. Beneath the conventional basement, the well penetrated predominantly fractured carbonate reservoirs interbedded with shales, totalling approximately 2,500 m in thickness. This finding is of significant scientific importance for understanding the subsurface geology of the South Turgai basin.

Based on the results of this work, a programme was developed for further study of the Palaeozoic sediments potential in the region.

Zhylyoi project

Atyrau Region and, partially, the Kazakhstani sector of the Caspian Sea

In 2025, the Ministry of Energy of the Republic of Kazakhstan, KMG, and CNOOC signed a hydrocarbon exploration and production contract for the complex Zhylyoi project. Notably, this marks CNOOC's maiden investment in Kazakhstan.

The Zhylyoi block is located in the transit zone of the north-eastern Caspian Sea. The project is being implemented on a 50/50 parity basis with the partner providing carry financing for the exploration phase. Zhylyoi Operating LLP is the project operator.

The block's prospects lie in both suprasalt and subsalt formations. Under the minimum work programme, we plan to acquire 400 km^2 of 3D seismic, reprocess 400 km of historical 2D seismic data, drill a firm well to a depth of 2,000 m and a well to 4,500 m contingent on the results of the 3D survey.

Karaton Subsalt project

Atyrau Region

The Karaton Subsalt Project is aimed at studying a large carbonate platform within the subsalt deposits of the Caspian sedimentary basin. Drilling was done in a complex geological and technical environment characterised by abnormally high reservoir pressure and the presence of hydrogen sulphide.

Drilling of a prospecting well was completed in late December 2025, reaching a final depth of 5,750 m. Based on the results, we identified promising intervals, which are scheduled for testing in 2026.

The project is being implemented jointly with strategic partner, Tatneft, on a parity basis (50/50) under a carry financing arrangement provided by the partner, with Karaton Operating Ltd acting as the subsoil user.

Berezovsky project

West Kazakhstan Region

In 2025, the Ministry of Energy of the Republic of Kazakhstan, KMG, and Sinopec signed a hydrocarbon exploration and production contract as part of the complex Berezovsky project.

The Berezovsky block is located in the West Kazakhstan Region, south-east of the Karachaganak field. The project is being implemented on a 50/50 parity basis with the partner providing carry financing for the exploration phase. Akkaiyn Operating LLP is the project operator.

Prospects: the Berezovsky block's potential is associated with subsalt formations of the northern marginal zone of the Caspian basin where targets are located at significant depths in a complex geological and technical environment. Under the minimum work programme, we plan to acquire 2D and 3D seismic of 300 km and 300 km^2 respectively, as well as to drill a 7,000 m ultra-deep well.

Bolashak project

Mangistau Region and, partially, the Kazakhstani sector of the Caspian Sea

In 2025, a hydrocarbon exploration and production contract was signed for a complex project. Bolashak Operating, KMG's 100% subsidiary, is the subsoil user.

The block is situated within the Ustyurt-Buzachi sedimentary basin, where, according to seismic surveys conducted under subsoil exploration project 1.0, two prospective structures – Salkyn and Syrytau – were prepared for drilling within the Mesozoic and Palaeozoic structures respectively. The minimum work programme comprises the drilling of two prospecting wells to depths of 3,500 m and 4,500 m respectively, alongside 3D seismic of 432 km^2.

KMG plans to drill its first 3,500 m prospecting well in 2026.

Taisoigan project

Atyrau Region

In 2025, drilling operations concluded at Taisoigan-1 and Taisoigan-2 blocks, which included the drilling of four prospecting wells with depths of 431 m, 675 m, 1,274 m and 4,050 m. These operations yielded no commercial hydrocarbon discoveries.

To conclusively assess the prospects of the block, KMG initiated an additional set of studies, including field geochemical survey, as well as reprocessing and reinterpretation of seismic data. Based on these studies, we plan to optimise the locations of an additional four prospecting wells.

Karazhar project

Aktobe Region

In the reporting year, the drilling of a 3,250 m prospecting well was completed. The well tests yielded indications of gas. The drilling results are now subject to a comprehensive analysis to define the next steps for the project.

Kazakhturkmunay, KMG's 100% subsidiary, is the subsoil user under the project.

Northern Ozen project

Mangistau Region

In 2025, a hydrocarbon exploration and production contract was signed for a complex project. The project is operated by KMG Barlau (KMG's 100% subsidiary). The drilling of prospecting well NO-1 to a depth of 2,002 m did not encounter any commercial hydrocarbon accumulations. Drilling has commenced on the second prospecting well, NO-4, with a target depth of 1,650 m.

Abay project

Kazakhstani sector of the Caspian Sea

Drilling of an offshore well on the Abay structure in 2024 failed to discover any commercial hydrocarbon accumulations. As a result, in February 2025, Eni and KMG decided to withdraw from the Abay project and surrender the licence area back to the government.

In April 2025, a notice was received from the Ministry of Energy of the Republic of Kazakhstan regarding the termination of Contract No. 4752-UVS-ME dated 26 July 2019. In November 2025, the certificate of subsoil use remediation was signed.

The project was implemented jointly with strategic partner, Eni Isatay, on a parity basis under a carry financing arrangement.

Al-Farabi project

Kazakhstani sector of the Caspian Sea

Given the sanction risks that have arisen for LUKOIL, the partners are considering an early withdrawal from the Al-Farabi project by relinquishing the contract area to the government.

The project is being implemented jointly with strategic partner, LUKOIL, with KMG holding a 50.01% interest. Exploration costs are borne by the partner under a carry arrangement.

Subsoil exploration programme

KMG is continuing its exploration programme under subsoil exploration licences in underexplored regions in order to evaluate regional potential and identify prospects for subsequent subsoil use contracting decisions. Subsoil exploration programmes are operated by KMG Barlau (KMG's 100% subsidiary).

1. Subsoil exploration programme 1.0
As part of the subsoil exploration programme 1.0, seismic acquisition was carried out in 2023–2024 on five projects (Berezovsky, Mugodzhary, Bolashak, Zharkyn, and Northern Ozen) located in the West Kazakhstan, Aktobe, and Mangistau regions. The programme acquired a total of 4,906 km of full-fold 2D seismic and 401 km^2 of 3D seismic, alongside the reprocessing of 1,600 km of legacy 2D seismic data for the Bolashak project.

The acquired data helped mitigate geological uncertainties ahead of decisions on securing subsoil use contracts. Of the five subsoil exploration projects 1.0, subsoil use contracts were secured for three blocks (Berezovsky, Bolashak and Northern Ozen) in 2025, and a contract for the Zharkyn project is expected to be obtained in 2026.

2. Subsoil exploration programme 2.0
Given the return on investment from foreign partners under the subsoil exploration programme 1.0, the subsoil exploration programme 2.0 was prepared for three projects: Bereke, Shygys and Shu-Sarysu in the Atyrau, Aktobe, and Ulytau regions.

In 2025, field seismic surveys were conducted on two blocks, Bereke and Shu-Sarysu, with a total full-fold coverage of 1,500 km^2 of 3D and 1,800 km of 2D seismic data, respectively. Additionally, 2,650 km of historical 2D seismic data were reprocessed for the Shygys block.

Further exploration of existing assets

In 2025, KMG continued its further exploration programme at existing fields targeting an increase in recoverable reserves. The main focus was on searching for new reservoirs within the contract lands, refining reservoir parameters by drilling appraisal wells, reinterpreting seismic data, and updating geological models. This remains a priority, given the low geological risks and the opportunity for rapid growth of the resource base.

During 2025, six appraisal wells were drilled as part of the further exploration programme (four at Mangistaumunaigaz, and one each at Embamunaigas and Ozenmunaigas), compared to a target of seven wells (five at Mangistaumunaigaz, one at Embamunaigas, and one at Ozenmunaigas). The success rate stood at 67%. Testing is underway on one well (Ozenmunaigas).

Oil and gas production

Oil and gas condensate production

Oil and gas are produced by KMG's operating assets and major domestic projects (megaprojects) where KMG has non-operating interests.

Production assets

Operating assets	KMG's share, %
Ozenmunaigas, Embamunaigas, Kazakhturkmunay, Urikhtau Operating	100
Dunga	60
Mangistaumunaigaz, Karazhanbasmunai, Kazgermunai, Kazakhoil Aktobe, Ural Oil and Gas	50
PetroKazakhstan Inc.	33

Non-operating assets (megaprojects)	KMG's share, %
Tengiz	20
Kashagan	16.88
Karachaganak	10

The Company is well integrated into the global oil and gas ecosystem and cooperates with recognised global leaders, which enables us to introduce best practices, cutting-edge solutions and high standards to support the industry's sustainable growth.

In 2025, oil and gas condensate production went up 10% year-on-year to 26,211 thous. tonnes (544 thous. bbl per day):

- Ozenmunaigas' oil production remained stable at 5,079 thous. tonnes (down 0.4%), while its gas output stood at approximately 610 mln m^3. At Embamunaigas, oil production went up 2.2% to 2,850 thous. tonnes, while gas output totalled 242 mln m^3. Embamunaigas' gas production growth is attributable to the technical commissioning of facilities at the West Prorva field. Mangistaumunaigaz produced 3,083 thous. tonnes of oil.
- Other production assets showed mixed production performance. Ural Oil and Gas LLP (Rozhkovskoye field) posted significant growth, with production going up by 54.4% to 172 thous. tonnes driven by the full-scale operation of wells commissioned in late 2023. The Dunga field saw production grow by 7.5% to 406 thous. tonnes. At the same time, PetroKazakhstan Inc. and Kazgermunai assets experienced declines (13.5% and 13.1%, respectively) due to natural reserve depletion and the expiration of the contract for the East Kumkol field.
- Oil production attributable to KMG from Tengiz soared (up 40.3%) to 7,802 thous. tonnes. The record growth in production indicators is due to the successful completion of the Future Growth Project and the commissioning of the Third-Generation Plant (TGP) in early 2025, which significantly increased our production capacity.
- At Kashagan, oil production attributable to KMG also grew by 4.9% to some 3,025 thous. tonnes. The positive performance was driven by volume recovery after the October 2024 overhaul of the slug catcher and stable uptime of production trains throughout 2025.
- At Karachaganak, oil and gas condensate production attributable to KMG decreased by 0.5% to 1,091 thous. tonnes. Gas production totalled 2,525 mln m^3, surpassing the plan on the back of the 5th compressor commissioning.

Oil and gas condensate production, thous. tonnes

	2023	2024	2025
Oil and gas condensate production	**23,532**	**23,837**	**26,211**
Operating assets	**13,559**	**14,294**	**14,293**
Ozenmunaigas	4,877	5,098	5,079
Embamunaigas	2,722	2,790	2,850
Mangistaumunaigaz	3,075	3,085	3,083
Kazgermunai	594	521	453
Karazhanbasmunai	1,027	1,077	1,053
PetroKazakhstan Inc.	515	472	408
Kazakhoil Aktobe	253	238	241
Kazakhturkmunay	436	440	453
Urikhtau Operating	20	84	95
Dunga	40	378	406
Ural Oil and Gas	1	111	172
Megaprojects	**9,973**	**9,544**	**11,918**
Tengizchevroil	5,779	5,562	7,802
KMG Kashagan B.V.[1]	3,108	2,885	3,025
KMG Karachaganak	1,086	1,097	1,091

Oil and gas condensate production, thous. bbl per day

	2023	2024	2025
Oil and gas condensate production[2]	**486**	**490**	**544**
Operating assets	268	283	284
Megaprojects	217	207	260

Parameters of KMG production assets

The quality of oil produced by KMG's assets varies by region. The heaviest oil (bbl/tonne conversion rate of 6.68) is produced by Karazhanbasmunai while the lightest one (bbl/tonne conversion rate of 8.49) comes from Kazakhturkmunay.

[1] 16.88% – KMG's interest after 15 September 2022.
[2] Assuming indicative individual average weighted bbl/tonne conversion rates used for each asset.

Parameters of KMG production assets

Assets	Porosity	API gravity[1]	Sulphur content, %	Number of fields	Average flow rate of new wells, tonnes/day	Average flow rate of base well stock, tonnes/day	Oil barrelisation ratio, bbl/tonne
Ozenmunaigas	0.19	36.51	0.14	2	6.8	4.0	7.23
Embamunaigas	0.27	32.03	0.62	32	12.3	3.8	7.30
Karazhanbasmunai	0.34	19.81	1–2.5	1	2.32	2.09	6.68
Dunga	0.18–0.32	42.15	0.052	1	–	18.3	7.984
Kazgermunai	0.26	39.95	0.14	6	15.8	12.6	7.25
PetroKazakhstan Inc.	0.09–0.30	51.25	0.03–0.08	18	88.2	5.22	7.63–7.67
Mangistaumunaigaz	0.14	30.77	0.2	15	9.8	4.9	7.23
Kazakhoil Aktobe	0.07	39.4	1.13	2	33.4	11.9	7.52
Kazakhturkmunay	0.16	59.30	0.64	6	0	35.0	8.49
Urikhtau Operating	0.1	39.2	2.7	2	74	51.5	7.72
Ural Oil and Gas	0.05	48	0.2	1	–	231	8.2

Main quality indicators for crude oil are API gravity and sulphur content. CPC Blend produced by KMG's megaprojects has low sulphur content (0.56%) and high API gravity (45.3°) ranking among top-quality grades across the globe.

Crude oil quality comparison: API and sulphur content

Crude oil brand	API gravity	Sulphur content, %
CPC Blend (Kazakhstan, Novorossiysk)	45.3	0.56
West Texas Intermediate (USA, Cushing)	40.0	0.42
Arab Extra Light (Saudi Arabia)	39.4	1.09
Brent (UK)	37.5	0.40
Urals/KEBCO (Russia, Novorossiysk)	31.3	1.36

S&P Global Platts' publicly available data.

[1] API gravity is a unit of measurement for the density of crude oil, developed by the American Petroleum Institute (API). API gravity values are used to determine the relative density of oil compared to water at the same temperature.

Oil production at operating assets

KMG pays special attention to the effective management of mature fields accounting for the majority of the portfolio. Some 85% of total oil production at operating assets comes from seven key fields: Uzen and Karamandybas (Ozenmunaigas), Kalamkas and Zhetybai (Mangistaumunaigaz), S. Nurzhanov and East Moldabek (Embamunaigas), and Karazhanbasmunai.

Priorities and initiatives

KMG focuses on streamlining and improving the efficiency of oil production as one of its strategic priorities. Key focus areas:

- energy security;
- longer time between repairs;
- optimised costs;
- reclamation project at Ozenmunaigas;
- investment projects at Embamunaigas;
- upgrade of motor vehicles and special-purpose machinery;
- automated production and digitalisation.

Dunga development project

Located in the Tupkaragan District of the Mangistau Region, Dunga is one of the key producing assets in KMG's portfolio, making a consistent contribution to the Group's total production. Following the acquisition of a 60% interest from TotalEnergies in late 2023, operational management of the project was transferred to KMG, resulting in the consolidation of financial flows and tighter control over the implementation of Phase 3 development.

Strategic partnership and shareholder structure

Ownership structure under the Production Sharing Agreement (PSA):

- **KMG** – 60% (through Dunga Operating GmbH);
- **Oman Oil Company Limited** – 20%;
- **PTTEP (Kazakhstan) Corporation** – 20%.

Expansion project progress update (Phase 3)

The main driver of production growth at the current stage is the full-scale implementation of Phase 3. The strategic objectives of this phase are to maintain the production plateau and expand infrastructure up to 2039 (the expiry date of the PSA).

The following milestones have been achieved:

- onshore infrastructure expansion;
- production started at 61 previously drilled wells;
- conversion of 16 out of 17 wells to water injection, with the conversion of one well expected in 1H 2026;
- contractor selection for the export oil pipeline, with design work now underway.

Prospects and sustainable development

The Dunga project is seen as a platform for deploying new environmental standards and enhanced oil recovery (EOR) technologies.

1. **Gas potential:** the field's geological gas reserves are estimated to exceed 10 bln m^3. Our current focus is to achieve a 99% gas utilisation rate.
2. **Decarbonisation:** integration of pilot carbon capture projects is under consideration, leveraging the field's proximity to the Caspian coast and the Aktau industrial hub.
3. **Local content:** a long-term Local Content Development Programme for 2025–2029 has been developed and approved. In 2025, the Dunga project continued to maintain a high level of local procurement of goods and services from Kazakhstani suppliers. In 2025, the share of local content in procured goods, works, and services increased to 74%, up from 65% a year earlier.

Production efficiency measures

Enhancing oil recovery and implementing new technologies

In 2025, KMG completed the transition from laboratory research to the full-scale industrial application of technologies as part of its roadmaps for resolving operational bottlenecks. Implementation of the road maps delivered 434 thous. tonnes of additional oil production over the year. The existing Testing Centre portal continues to serve as a one-stop shop for the analysis and implementation of breakthrough solutions, including technologies such as Fishbone multiple well completions and water shut-off systems. For more details on the technological dimension of development, particularly the integration of AI modules from the ABAI system for flooding management and selection of well interventions, see the Innovative Technology Development section.

Developing depleting fields

At mature assets, including Embamunaigas' fields – S. Balgimbayev, Botakhan, and Koshkar – our operations focus on cost optimisation and the leveraging of new management models.

- **Cost optimisation:** the deployment of slim-hole drilling at fields with mature reserves helped cut CAPEX by 30%.
- **Servicing:** KMG is actively transitioning to an unbundled services model and engaging small service companies through risk service contracts for managing wells with low flow rate.
- **Inflow stimulation:** horizontal wells drilled using multi-stage hydraulic fracturing techniques have been the primary growth driver at Embamunaigas fields, yielding flow rates double the original targets.

Reclamation project at Uzen and Karamandybas fields

The reclamation project for the Uzen and Karamandybas fields at Ozenmunaigas has entered the active capital deployment phase, driven by tax relief.

- **Tax regime:** the classification of the fields as watered-out enabled the application of a reduced MET rate of 2.6% until 2036.
- **2025 results:** the released funds of KZT 38 bln delivered additional oil production of 161.3 thous. tonnes.
- **Technological achievements:** the slim-hole technology has been successfully scaled up (41 wells drilled, with an effect of KZT 4.6 bln). The deployment of scale inhibitors increased the mean time between failures (MTBF) for wells from 54 to 141 days.

Power supply at KMG facilities

In 2024 and 2025, the number of power outages and the total oil production shortfall resulting from frequent power outages by power generation and distribution organisations were as follows:

Subsidiaries and associates	2024 total		2025 total	
	Total number of outages	Total oil losses, tonnes	Total number of outages	Total oil losses, tonnes
Mangistaumunaigaz	7	453	16	6,869
Ozenmunaigas	10	547	18	31,149
Karazhanbasmunai	5	1,267	18	8,050
Embamunaigas	122	1,133	88	1,625
Total	**144**	**3,400**	**256**	**47,693**

The increase in power outages in 2025 compared to 2024 is attributable to the shutdown of Mangistau Nuclear Power Plant's power units and represents less than 0.2% of total production attributable to KMG's share.

Constructing energy infrastructure and improving energy efficiency

Hybrid power plant in the Mangistau Region (Zhanaozen). In 2025, the project to construct Kazakhstan's first 247 MW hybrid power complex implemented jointly with Eni (Plenitude) entered the commissioning phase.

- **First stage commissioning:** a 50 MW solar power plant was officially brought online in Zhanaozen on 25 September 2025. The actual volume of electricity generation from solar power plants and output to the grid amounted to 11,630.1 MWh in 2025, amounting to 534 million tenge, and 15,932 MWh in the first quarter of 2026, amounting to 579 million tenge.
- **Technical characteristics:** More than 80,000 bifacial photovoltaic panels were installed across an area of 80 ha, which will generate approximately 86 mln kWh of green energy per year.
- **Intended use:** The power generated is supplied to ensure the stable operation of production facilities at Ozenmunaigas and KazGPP, which is critical for minimising the risks of downtime caused by disruptions to the region's power grid.
- **Plans:** Construction of a 77 MW wind power plant and a 120 MW gas power plant is scheduled for completion in 2026. Once finished, the facility will source up to 40% of its energy from renewables.

Gas engine power plants. To ensure energy self-sufficiency and reduce dependence on external power constraints that previously caused production declines (notably at the fields of Ozenmunaigas, Mangistaumunaigaz, Embamunaigas, and Karazhanbasmunai fields in 2024–2025), KMG Group is implementing its own power generation projects:

- **Karazhanbas field (Karazhanbasmunai):** Karazhanbasmunai is currently conducting a comprehensive review of a power generation project, evaluating options that include attracting long-term investors or leasing a gas engine power plant. On 23 December 2025, Karazhanbasmunai submitted a finance lease and rental agreement for a 5 MW gas engine power plant (the "Lease") to the Board of Directors. On 24 December 2025, the Board of Directors of Karazhanbasmunai approved the lease by Resolution (Minutes No. 05). A confidentiality agreement was made between Karazhanbasmunai and Borusan Makina.
- **Zhetybai and Kalamkas fields (Mangistaumunaigaz):** Completion of the 25 MW (Zhetybai) and 10 MW (Kalamkas) gas power plants is scheduled for 2Q 2026. Collectively, the facilities will process over 85 mln m³ of gas annually, producing 320 mln kWh of power for Mangistaumunaigaz and guaranteeing a stable supply to meet the fields' energy needs.

Improving well operability

To ensure stable production and restore asset functionality at KMG's subsidiaries in 2025, a set of programmes aimed at production enhancement and operational optimisation was implemented.

- **Well interventions:** the deployment of high-tech well interventions, including multi-stage hydraulic fracturing and sidetracking, successfully brought idle wells back into production and, in many cases, delivered flow rates well above target.
- **Well servicing:** the well servicing programmes were focused on predictive maintenance and enhancing equipment reliability. Deploying specialist pumps designed for harsh conditions (mechanical impurities, corrosion) together with scale inhibitor treatments increased the mean time between repairs at several assets.

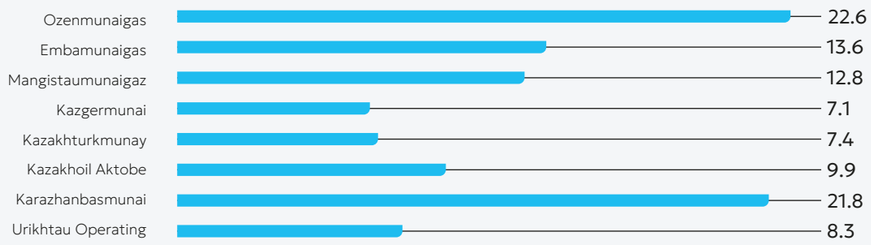
Well stock: as of 31 December 2025, KMG had **18,200 wells** under its operational management, of which **14,135** were active production wells.

Number of wells at KMG-operated assets

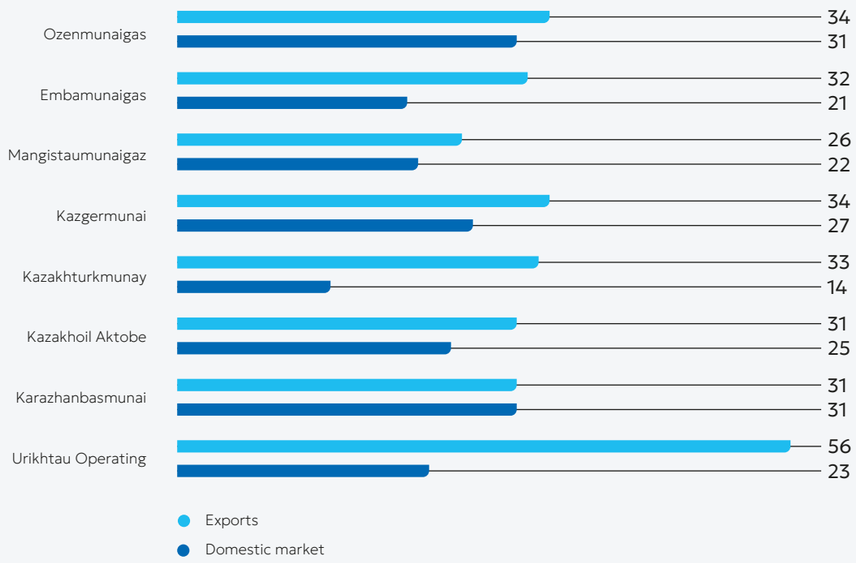
Indicator	2023	2024	2025
New wells	513	517	518
Base well stock, including idle wells	13,142	13,313	13,647
	771	828	689
Injection wells	3,869	4,084	4,336
	341	379	286
Total for KMG-operated assets	**17,524**	**17,914**	**18,501**

Number of drilling rigs involved – 48.

Lifting costs (indicative estimates), USD per bbl



Netbacks (indicative estimates), USD per bbl



Plans for 2026

Key initiatives seek to develop mature fields.

1. **Uzen and Karamandybas field reclamation:**
   allocation of a KZT 40 bln budget for the drilling of new wells and infrastructure modernisation to deliver additional oil production of 160.2 thous. tonnes.

2. **Slim-hole technology scale-up:**
   ramping-up slim-hole drilling at Uzen to 132 wells, cutting well construction CAPEX by an estimated 30%.

3. **Gas infrastructure:**
   bringing online the sixth injection compressor at Karachaganak (KEP1 B) in 2Q. The completion and commissioning of a gas processing plant with a capacity of 1 bln m^3 per year at Kashagan are expected by year-end 2026.

4. **EOR expansion**[1]**:**
   commissioning of two new polymer flooding sites at Kalamkas and launch of full-scale surfactant-polymer flooding pilot trials at Karazhanbas.

5. **Tapping new reserves:**
   starting the active development of the Karazhanbas coastal zone with 25 production wells scheduled for drilling.

6. **Digital transformation:**
   scaling of the ABAI intelligent flooding management system and deployment of a unified digital transport management platform across all of the Group's producing assets.

[1] Enhanced oil recovery – a set of physicochemical, thermal, and hydrodynamic reservoir stimulation techniques aimed at increasing the ultimate oil recovery factor.

MEGAPROJECTS

Tengiz

Discovered in 1979, the Tengiz field is a gem in Kazakhstan's oil and gas industry and one of the largest fields across the globe.

The agreement on Tengizchevroil LLP (TCO) was signed between the Republic of Kazakhstan and Chevron Corporation in 1993, which granted TCO a 40-year-long exploration and production licence for Tengiz and Korolevskoye fields in the Atyrau Region.

Key indicators

Oil production in 2025 (total)

39,011 thous. tonnes (853 thous. bbl per day)[1]

Oil production (attributable to KMG) (20%)

7,802 thous. tonnes (171 thous. bbl per day)

2P oil reserves life

Over 40 years

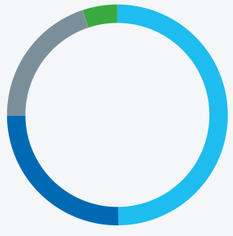
Associated gas production (total), including gas consumed in the project's own operations and gas reinjection

22.6 bln m³

Operator

TCO

Interests



50% Chevron
25% ExxonMobil
20% KMG
5% LUKOIL International GmbH

TCO operates a licence covering the unique supergiant Tengiz field and the adjacent Korolevskoye field with significant reserves. The company employs highly reliable modern operating facilities, including complex technology lines, Second-Generation Plant, Third-Generation Plant (TGP), and third-generation sour gas injection units.

The project is an example of international cooperation and the application of cutting-edge solutions in Kazakhstan's oil and gas industry.

[1] 1 tonne = 7.98 bbl.

Tengizchevroil's operational highlights

Year	Oil production, thous. tonnes	Associated gas production, mln m³	Dry gas production, mln m³	Liquefied petroleum gas (LPG) production, thous. tonnes	Sulphur production, thous. tonnes	Gas injection, mln m³
2023	28,893	16,009	9,403	1,255	2,573	3,641
2024	27,811	15,059	8,669	1,234	2,468	3,520
2025	39,011	22,571	8,691	1,278	2,456	11,046

The increase in production is attributable to the early start-up of Future Growth Project facilities.

Kashagan

Kashagan is the greatest discovery of the last four decades and one of the most complex oil and gas projects globally. The Kashagan field lies in the North Caspian shelf 75 km away from Atyrau. The field reservoir lies at a depth of over 4 km and features high pressures (over 700 bar) alongside high hydrogen sulphide (H2S) content, necessitating the use of cutting-edge technologies and innovations.

Operated by NCOC, the project relies on the Production Sharing Agreement in respect of the North Caspian Sea (NCSPSA) dated 18 November 1997. Together with Aktoty and Kairan, Kashagan is part of North Caspian, the first major offshore oil and gas project in Kazakhstan.

Key indicators

Oil and condensate production in 2025 (total)

17,919 thous. tonnes (396 thous. bbl per day)[1]

Oil and condensate production (attributable to KMG) (16.88%)

3,025 thous. tonnes (66 thous. bbl per day)

2P oil and condensate reserves life

Over 76 years

Gas production (total)

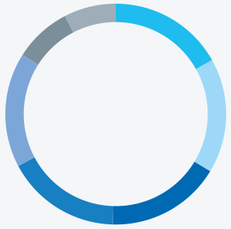
11.7 bln m³

Operator

NCOC

[1] 1 tonne = 7.9272 bbl.

Interests



16.88%	KMG Kashagan
16.81%	Eni
16.81%	ExxonMobil
16.81%	Shell
16.81%	Total
8.33%	CNPC
7.56%	INPEX North Caspian Sea

A total of 40 wells were drilled at the Kashagan field, including 33 production wells, six injection wells, and one monitoring well. Sour gas injection at high pressure improves oil recovery, ensures stable production, and unlocks growth potential.

KMG owns 16.88% in the project through KMG Kashagan B.V., which enables the Company to leverage global best practices and technologies in developing this unique field.

NCOC's operational highlights

Year	Oil production, thous. tonnes	Natural and associated gas production, mln m³	Sulphur production, thous. tonnes	Gas injection, mln m³
2023	18,774	11,857	1,486	5,829
2024	17,424	11,253	1,422	5,486
2025	18,269	11,973	1,522	5,811

The absence of planned turnarounds in 2025 ensured stable and continuous equipment operation. This helped offset the performance decline seen in the previous year, driving growth in production and associated operational volumes. The lower production volumes in 2024 were attributable to planned operational constraints – a temporary production halt of approximately 20 days in 3Q 2024 due to the replacement of an inlet gas separator.

Under the terms of the PSA, all oil produced at the Kashagan field is exported, including KMG's share of the oil. The produced oil is mostly exported to Europe, East Asia, and India via Novorossiysk, where the oil is delivered by the CPC pipeline.

Arbitration dispute

The Republic of Kazakhstan and the contracting companies (excluding KMG Kashagan B.V., KMG's subsidiary) are involved in several disputes over the application of certain NCSPSA provisions, which have been submitted to arbitration in accordance with the NCSPSA.

Environmental audit

In 2022, the Environmental Department for the Atyrau Region issued a prescription to the Operator regarding excessive sulphur placement of 1.02 mln tonnes. Although the appeal court ruled on 1 August 2025 that this Prescription was unlawful, and the court of cassation upheld this ruling on 10 December 2025, the legal dispute over this matter continues.

Following inspections conducted in 2022, administrative penalties of KZT 2,358 bln (approx. USD 4,366 bln) were imposed on the Operator in August 2025. In view of the legal uncertainty and a fresh Prescription issued by the Environmental Department on 10 October 2025 regarding the same violations, the penalty proceedings have been stayed pending the decision of the associated litigation.

On 23 December 2025, the court of first instance in Astana ruled that the new 2025 Prescription was lawful. The Operator plans to lodge an appeal against that ruling no later than 8 March 2026. As of 31 December 2025, the Company assesses the probability of financial losses as uncertain and has not recognised any corresponding provisions in its consolidated financial statements.

Kashagan expansion projects

Ongoing projects

QazaqGaz is building a gas processing plant with a capacity of 1 bln m³ per year, with construction progress currently at 54.8%. NCOC has completed all pipeline construction, and the pipeline is now in long-term preservation. QazaqGaz is expected to complete the gas processing plant by the end of 2026.

In addition, we continue our liquefied petroleum gas (LPG) marketing project. In August 2024, we signed an agreement with QazaqGaz on LPG sales and purchase. As of the end of 2025, the current work progress on the NCOC side stood at 70%. The entire project scope to be delivered by NCOC is on track for completion in 3Q 2026. Official notice has been received from QazaqGaz regarding the delay of the first phase completion until early July 2026.

Projects under consideration

The Company is actively exploring opportunities to further ramp up its production. As part of the Phase 2A project, KMG signed a FEED agreement. The investment decision has been tentatively postponed to the end of 2026. The new gas processing plant will be launched in 2029–2030.

Karachaganak

Karachaganak is one of the largest oil and gas condensate fields in the world located in the West Kazakhstan Region. Spreading over 280 km², the field plays the key role in advancing Kazakhstan's oil and gas industry. Karachaganak was discovered in 1979, while its commercial development started in 1984.

Key indicators

Production of liquid hydrocarbons (stable[1]) (total)

10,914 thous. tonnes (235 thous. bbl per day)[2]

Production of liquid hydrocarbons (stable) (attributable to KMG) (10%)

1,091 thous. tonnes (24 thous. bbl per day)

Outlook

The implementation of investment projects to maintain the achieved liquid hydrocarbon production plateau levels

2P oil and condensate reserves life

Over 18 years

Gas production (total)

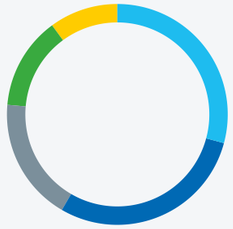
25.2 bln m³

Operator

Royal Dutch Shell and Eni are the joint operators of the Karachaganak field

Final Production Sharing Agreement and project operators
The project relies on the Final Production Sharing Agreement for the Karachaganak oil and gas condensate field (FPSA) signed on 18 November 1997. The consortium currently comprises Eni (Agip), Shell, Chevron, LUKOIL, and KMG. Agip Karachaganak B.V. and Shell Kazakhstan (Karachaganak) B.V. act as joint operators of the project through Karachaganak Petroleum Operating B.V. (KPO).

Interests



29.25% Eni S.p.A.
29.25% Shell
18.00% Chevron
13.5% LUKOIL
10% KMG Karachaganak

[1] A conversion factor of 0.9 is applied to total oil and condensate production to estimate stable liquid hydrocarbons.
[2] 1 tonne = 7.86 bbl.

Technological infrastructure

The Karachaganak project has three core process facilities comprising the entire cycle of production, treatment, and transportation of hydrocarbons.

1. Karachaganak Processing Complex (KPC):
   - processes and stabilises liquid hydrocarbons from wells and Unit 2 and 3;
   - performs partial gas treatment for export, reinjection into the reservoir, and meeting its own operational needs.
2. Gas treatment unit 2 (Unit 2):
   - separates and reinjects raw gas at high pressure;
   - feeds liquid hydrocarbons to the KPC for stabilisation before export processing.
3. Gas treatment unit 3 (Unit 3):
   - separates and partially stabilises liquid hydrocarbons and gas before shipment for export.

Karachaganak Petroleum Operating B.V.'s operational highlights

Year	Gas production, mln m³	Liquid hydrocarbon production, thous. tonnes	Gas injection, mln m³
2023	22,385	10,858	12,650
2024	23,942	10,968	14,231
2025	25,249	10,914	16,625

Gas reinjection grew proportionately to an increase in gas production due to the use of technologies to maintain reservoir pressure.

Arbitration dispute

Pursuant to the Final Production Sharing Agreement in respect of the contracted plot at the Karachaganak oil and gas condensate field dated 18 November 1997, the Republic of Kazakhstan and the Contracting Companies have a number of disputes regarding the application of certain FPSA provisions that are subject to arbitration. The Contracting Companies believe that they are acting in accordance with the FPSA, the laws of the Republic of Kazakhstan, applicable standards, and best practices.

Pursuant to the notification served on the Operator on 13 April 2023, KMG Karachaganak was fully excluded from the negotiation process due to a conflict of interests in accordance with the Joint Venture Agreement (JVA).

In late January 2026, the London Court of International Arbitration delivered a ruling in favour of the Republic of Kazakhstan in its dispute with the Karachaganak consortium shareholders over the adjustment of recoverable costs. According to media reports, the potential compensation in favour of the government could range from USD 2 bln to USD 4 bln. KazMunayGas is currently working to ascertain the specifics of the ruling and to address related matters with its international partners.

Karachaganak expansion projects

Project	Status	Objectives	Deliverables	Additional information
KEP1 A Commissioning of the 5th compressor	Commissioning (March 2025)	Increasing gas injection by 3.7 bln m³ per year; maintaining reservoir pressure; stabilising annual oil production at 10–11 mln tonnes	Boosting oil production by around 7.1 mln tonnes over the remaining life of the FPSA	–
KEP1 B Construction of the 6th compressor	Active construction (97% completed as of 1 January 2026)	Increasing gas injection by 3.7 bln m³ per year; maintaining oil production	An increase in oil output of 5.8 mln tonnes	Commissioning planned in 2Q 2026

Natural and associated gas production

In 2025, natural and associated gas production increased by 20% to 11,450 mln m³. Operating assets produced 2,429 mln m³ (21% of the total), while 9,021 mln m³ (79%) came from megaprojects.

Indicator, mln m³	2023	2024	2025
Natural and associated gas production by asset (attributable to KMG)	**9,459**	**9,554**	**11,450**
Operating assets	**2,055**	**2,285**	**2,429**
Ozenmunaigas	596	613	610
Embamunaigas	217	205	242
Mangistaumunaigaz	427	443	435
Kazgermunai	129	137	137
Karazhanbasmunai	33	41	40
PetroKazakhstan Inc.	112	109	97
Kazakhoil Aktobe	402	403	398
Kazakhturkmunay	127	102	124
Urikhtau Operating	9	55	79
Dunga	3	27	31
Ural Oil and Gas	2	151	235
Megaprojects	**7,403**	**7,269**	**9,021**
Tengizchevroil	3,202	3,011	4,514
KMG Kashagan B.V.	1,963	1,863	1,982
KMG Karachaganak	2,239	2,394	2,525

Gas production volumes represent the actual gas produced, including both gas reinjected into the reservoir and gas consumed for internal operational needs.

Gas injection is used to maintain reservoir pressure, which is essential for sustaining high oil production rates.

Commercial gas production in 2025 was 5,515.8 mln m³, of which 2,331.8 mln m³ came from operating assets and 3,184 mln m³ from megaprojects. Year-on-year, KMG's commercial gas production increased by 260.8 mln m³, or 5.0% cumulatively.

Commercial gas production from KMG-operated assets[1], mln m³

	2023	2024	2025
Kazgermunai[2]	203	239	241
Kazakhoil Aktobe[3]	670	676	693
Urikhtau Operating[3]	1	47	69
Ural Oil and Gas	22	203	379
Embamunaigas	170	158	188
Kazakhturkmunay	71	43	51
KazGPP[2]	689	698	711
Total for operating assets	**1,826**	**2,064**	**2,332**

Commercial gas production from megaprojects (attributable to KMG), mln m³

	2023	2024	2025
Tengiz	1,881	2,025	1,738
Karachaganak[4]	881	874	765
Kashagan	657	633	681
Total for megaprojects	**3,419**	**3,532**	**3,184**

Gas segment: highlights and projects in 2025

Current projects

Field	2025 highlights	Company
Rozhkovskoye	Actual production in 2025 totalled 343.0 thous. tonnes of condensate and 469.6 mln m³ of raw gas. Phase 1 is nearing completion: equipment pressure testing has been carried out, and automation commissioning is underway. Phase 2 has been initiated: a design and estimate contract has been executed, together with a new processing agreement dated 20 March 2025.	Ural Oil and Gas
East Urikhtau	Actual gas production for 2025 amounted to 79 mln m³, exceeding the planned target of 58.2 mln m³.	Urikhtau Operating
Urikhtau (KT-1)	Wells 59G and 61G were demothballed. KMG Engineering prepared the feasibility study and design and estimate documentation for the development of eight wells and infrastructure. On 30 December 2025, Gosexpertiza issued a positive opinion. An addendum to the processing agreement with CNPC-AMG was signed.	Urikhtau Operating
West Prorva	Recoverable gas reserves (C1) increased to 19.8 bln m³. On 28 November 2025, gas supplies to the QazaqGaz system commenced under a temporary arrangement. Full commissioning of Phase 1 (with a capacity of 160 mln m³ per year) is scheduled for 1Q 2026.	Embamunaigas

1 Indicators are based on the volumes of feedstock owned by the Company. In previous annual reports, volumes were attributed to the party engaged in sales of end products
2 Raw gas from Ozenmunaigas and Mangistaumunaigaz's PD Zhetybaimunaigaz is supplied to the KazGPP plant.
3 Including volumes transferred to Gas Processing Company LLP.
4 Raw gas supplies to the Orenburg Gas Processing Plant.

Kazakh Gas Processing Plant

Key highlights

KazGPP is the first gas processing plant built in Kazakhstan and the only plant in the Mangistau Region. Design capacity: 1.5 bln m³ of raw gas, 90 thous. tonnes of gas condensate, and 510 thous. tonnes of natural gas liquids per year.

The plant processes feedstock from the operating assets of KMG and other subsoil users to produce commercial gas, liquefied petroleum gas (LPG), and household fuel for local needs.

2025 results

The plant processed 856.4 mln m³ of raw gas, 3 thous. tonnes of gas condensate, and 37.1 thous. tonnes of natural gas liquids. In 2025, LPG production totalled 204.0 thous. tonnes. In 2025, 202.9 thous. tonnes of LPG were sold against 200.0 thous. tonnes in 2024.

Importance for the region

This is the key facility in the industrial agglomeration of the Mangistau Region as it provides local inhabitants and production facilities with critically important products.

Construction of a new gas processing plant in Zhanaozen

Objectives

Continuous processing of subsoil users' feedstock and stable, reliable gas supplies to meet domestic demand.

Key parameters

The project will run from 2023 to 2027. The new facility is expected to process 900 mln m³ of raw gas per year (+20% of reserve design capacity). Its core products will be:

- commercial gas – 743 mln m³;
- LPG – 217 thous. tonnes;
- pentane-hexane fraction – 122 thous. tonnes;
- commercial sulphur – 85 tonnes.

Current status

For the first phase (Phase 1):

- on 17 February 2025, Gosexpertiza issued a positive opinion;
- general civil works (excluding equipment installation) have been fully completed;
- all Phase 1 equipment has been manufactured (110 kV outdoor switchgear, including modular building, 10 kV switchgear; two 25 MVA power transformers; 10 kV and 110 kV surge arresters; neutral earthing device; 110 kV circuit breaker and disconnector; 11 kV current and voltage transformers).

For the second phase (Phase 2):

- on 14 July 2025, Gosexpertiza issued a positive opinion for preparations, construction of auxiliary buildings and structures;
- site macro-grading is underway to bring the elevation to the design level along with general construction works on utility and administrative facilities;
- orders for long-lead equipment have been placed in Europe and China; of the 259 items, 177 are currently in production.

Plans for 2026

1 Field development

This year, the commissioning of gas engine power plants is planned at the facilities of Mangistaumunaigaz, Karazhanbasmunai, and Kazakhoil Aktobe with installed capacities of 35 MW, 5 MW, and 12 MW respectively.

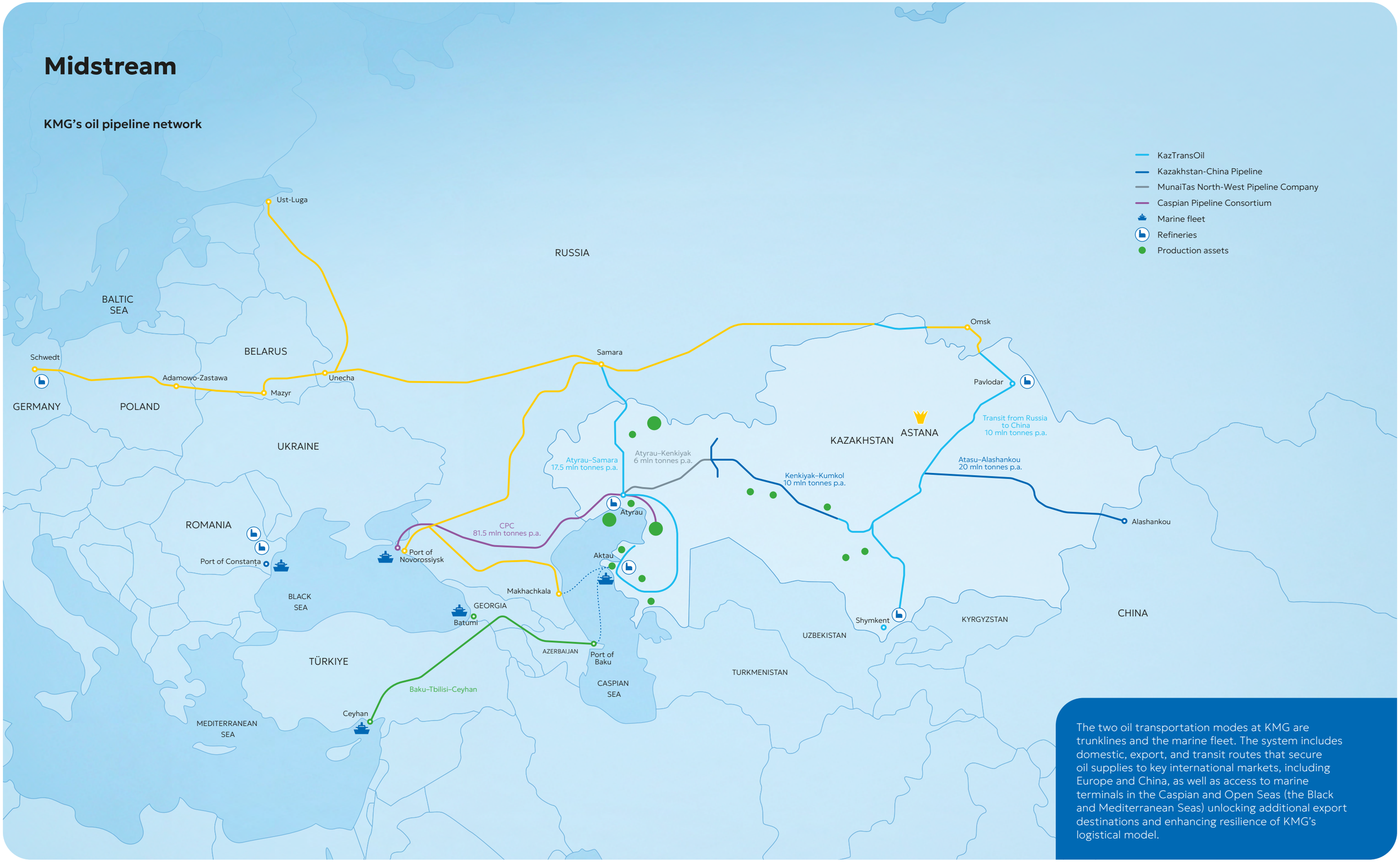
2 Gas commercialisation

The construction of a gas treatment unit at the Southeast Novobogat field will increase oil production to 107 thous. tonnes per year, as well as enable the commercialisation of up to 80 mln m³ of gas per year. KMG's next strategic focus is the implementation of projects to increase gas production. In 2026, we plan to ensure the technical commissioning of the Central Urikhtau field, achieving gas production of 200 mln m³ and to implement Phase 2 of the Rozhkovskoye field, with subsequent gas production reaching 700 mln m³ per year.

[1] For reference: list of construction and installation works for Phase 1: 110 kV double-circuit overhead power line, southern access road to NGPP, main step-down substation, reconstruction of switchgear cells at 220/110/10 kV Uzen substation, southern checkpoint, southern parking area, and perimeter fencing.

Midstream

KMG's oil pipeline network



The two oil transportation modes at KMG are trunklines and the marine fleet. The system includes domestic, export, and transit routes that secure oil supplies to key international markets, including Europe and China, as well as access to marine terminals in the Caspian and Open Seas (the Black and Mediterranean Seas) unlocking additional export destinations and enhancing resilience of KMG's logistical model.

KMG's interest in trunkline and marine oil transportation companies[1]

Indicator	Trunkline transportation				Marine fleet transportation
Management company	**KazTransOil**	**Kazakhstan–China Pipeline**	**MunaiTas**	**Caspian Pipeline Consortium**	**Kazmortransflot**
Interest, %	KMG: 90%[2]	KazTransOil: 50%	KazTransOil: 51%	KMG: 20.75%	KMG: 100%
Key destinations	Exports to Europe and China, domestic market	Exports to China, domestic market	Exports to China, domestic market	Exports to Europe	Exports to Europe
Key routes	Kazakhstan refineries, Uzen–Atyrau–Samara Oil transshipment to the CPC and Atasu–Alashankou pipelines, oil transshipment in the Port of Aktau	Atasu–Alashankou, Kenkiyak–Kumkol	Kenkiyak–Atyrau	Tengiz–Novorossiysk	Black Sea Mediterranean Sea Caspian Sea
Total length, km	5,197	1,759	455	1,511	n/a
Capacity, mln tonnes per year	17.5[3] 5.2[4]	20	6	81.5	n/a

Trunkline oil transportation

Kazakhstan's pipeline infrastructure is owned by KazTransOil – the national oil pipeline operator, its two joint ventures (Kazakhstan–China Pipeline and MunaiTas North-West Pipeline Company), and Caspian Pipeline Consortium. The existing pipeline infrastructure in Kazakhstan has adequate potential to support increased oil transportation volumes from promising projects.

Trunkline oil transportation was up 3.3% to 72,629 thous. tonnes. The growth is driven by increased transportation of Tengiz oil through the CPC network, resulting from the implementation of the Future Growth Project at the Tengiz field, and more supplies to domestic refineries.

[1] Including ownership ratio, key destinations, key routes, total length and design capacity of the systems
[2] 10% of shares are owned by minority shareholders who acquired them under the People's IPO programme.
[3] Capacity of the Atyrau- Samara section considering the use of drag-reducing additives.
[4] Capacity of the Port of Aktau (large-capacity vessel berths, oil loading)
[5] Since KTO is fully operated by KMG, transportation volumes are reported as 100%.
[6] Consolidated oil transportation includes the volume of each individual pipeline company, including the operating share of KMG (excluding KTO). Part of the oil volumes can be transported by two or three pipeline companies, and these volumes are accordingly counted more than once in the consolidated volume of oil transportation.

Oil transportation (net to KMG), thous. tonnes

Company	2023	2024	2025
KazTransOil (100%)[5]	44,188	44,887	45,120
Kazakhstan–China Pipeline (50%)	9,403	9,394	9,750
MunaiTas (51%)	2,819	2,953	3,126
Caspian Pipeline Consortium (20.75%)	13,171	13,074	14,634
Total	**69,581**	**70,309**	**72,629**

Oil transportation[6], thous. tonnes

Company	2023	2024	2025
KazTransOil (100%)	**44,188**	**44,887**	**45,120**
• export	16,618	17,253	16,976
• transit	10,143	10,214	10,027
• domestic market	17,426	17,420	18,118
Kazakhstan–China Pipeline (100%)	**18,806**	**18,789**	**19,500**
• export	1,209	1,200	1,095
• transit	9,979	9,979	9,979
• domestic market	7,618	7,610	8,426
MunaiTas (100%)	**5,527**	**5,791**	**6,129**
• export	1,114	1,171	879
• domestic market	4,413	4,620	5,250
Caspian Pipeline Consortium (100%), total volume shipped via the marine terminal	**63,474**	**63,007**	**70,525**

Oil transportation by destination, mln tonnes

	2023	2024	2025
Domestic supplies, including:	17.4	17.3	18
• Atyrau Refinery	5.4	5.5	5.3
• Shymkent Refinery	5.7	5.7	6.2
• Pavlodar Refinery	5.4	5.4	5.8
• Bitumen plant	0.9	0.7	0.7
Export supplies, including:	70.5	68.6	78.8
• CPC	56.6	54.9	64.8
• Atyrau–Samara	9.2	8.8	9.3
• Atasu–Alashankou	1.2	1.2	1.1
• Port of Aktau	3.4	3.6	3.5
• Railway	0.06	0.05	0.1
Russian oil transit	10.1	10.2	10
Total	**98**	**96.1**	**106.8**

Oil transportation turnover grew by 6.3% to 66,049 mln tonnes driven by an increase in exports through the CPC network and domestic oil transportation to refineries.

Oil transportation turnover, mln tonnes × km

Company	2023	2024	2025
KazTransOil (100%)	34,208	35,526	36,002
Kazakhstan–China Pipeline (100%)	16,872	16,858	17,472
MunaiTas (100%)	2,236	2,395	2,586
Caspian Pipeline Consortium (100%)	83,959	81,615	96,347

Oil transportation turnover (net to KMG), mln tonnes × km

Company	2023	2024	2025
KazTransOil (100%)	34,208	35,526	36,002
Kazakhstan–China Pipeline (50%)	8,436	8,429	8,736
MunaiTas (51%)	1,141	1,221	1,319
Caspian Pipeline Consortium (20.75%)	17,422	16,935	19,992
Total	**61,206**	**62,111**	**66,049**

Tariff policy

Tariffs for crude oil transportation to Kazakhstan's domestic market are regulated by the government.

As prescribed by Kazakhstan's natural monopoly laws, tariffs for regulated services shall ensure the recovery of costs associated with the provision of the service and the generation of profit to be directed toward the development and efficient operation of the natural monopoly, as well as other purposes not prohibited by the laws of the Republic of Kazakhstan.

Oil transportation tariffs for the domestic market are approved by the Natural Monopoly Regulation Committee of Kazakhstan's Ministry of National Economy.

Domestic oil transportation tariffs are calculated in accordance with the Tariff Rules.[1]

[1] Approved by Order No. 90 of the Minister of National Economy of the Republic of Kazakhstan, dated 19 November 2019.

Weighted average tariffs for oil transportation to the domestic market, KZT per tonne per 1,000 km

Company	2023	2024	2025
KazTransOil	4,602	4,742	4,462
Kazakhstan-China Pipeline LLP	4,359	4,839	3,338
MunaiTas	5,912	5,912	8,553

According to the Law of the Republic of Kazakhstan on Natural Monopolies, oil transportation services to support transit via Kazakhstan and exports outside Kazakhstan are beyond the scope of natural monopolies.

Export and transit tariffs are calculated in accordance with the applicable methodology for KazTransOil's trunkline oil transportation for exports outside and transit through Kazakhstan's territory.

Weighted average tariffs for oil transportation for export

Company	2023	2024	2025
KazTransOil, KZT per tonne per 1,000 km	9,490	10,150	11,300
Kazakhstan–China Pipeline, KZT per tonne per 1,000 km	6,799	6,799	6,799
MunaiTas, KZT per tonne per 1,000 km	5,912	5,912	8,606
Caspian Pipeline Consortium[1], USD per tonne	36	36	36

Weighted average tariffs for transit to China, USD per tonne

Company	2023	2024	2025
KazTransOil[2]	4.23	4.23	5.74
Kazakhstan–China Pipeline[2]	10.77	10.77	9.27

[1] USD 38 per tonne for transporting Kazakhstan volumes to the marine terminal.

[2] Tariffs for transiting Russian oil to China are approved as prescribed in the intergovernmental agreement between the Republic of Kazakhstan and Russian Federation on cooperation in transporting Russian oil to China across Kazakhstan.

2025 highlights

Caspian Pipeline Consortium (CPC)

In 2025, transportation of oil through the CPC network was stable despite some incidents along the route.

The SPM-2 single point mooring was put out of service after an incident reported in November 2025.

Due to restrictions on the supply of Kazakhstan's oil through the CPC network, efforts were promptly made to reroute exported oil through KazTransOil's network.

In 2026, SPMs are expected to be replaced on a phased basis.

For more details, see the Risk management in the current geopolitical environment, **p. 267-268**

Baku–Tbilisi–Ceyhan (BTC) route

Kazakhstan's oil is transited via the Baku–Tbilisi–Ceyhan (BTC) oil pipeline under a five-year General Agreement between KazMunayGas and SOCAR effective from November 2022 and providing for up to 1.5 mln tonnes of oil transited per year.

In 2024, an additional agreement was signed to gradually increase Kazakhstan's oil transit along the Aktau–Baku–Tbilisi–Ceyhan route to 2.2 mln tonnes per year, demonstrating the parties' interest in developing this route and diversifying export logistics.

By the end of 2025, the volume of oil transported along this route stood at 1.3 mln tonnes, down 7% from the previous year. The decrease is attributable to technological restrictions in the BTC system due to oil contamination.

Together with SOCAR, KMG continues to develop the route, including efforts to increase transit volumes, reduce tariffs, ensure a transparent tariff structure, and assess the impact of Kazakhstan's oil on the quality of the Azeri Light grade.

Oil supplies to Europe

In 2025, KMG continued to develop additional routes to supply oil to Europe thus diversifying the logistics and ensuring export reliability in the rapidly changing external environment.

Kazakhstan's oil was delivered to the Schwedt refinery in Germany through the existing infrastructure and transit trunkline routes, including the Atyrau–Samara route and further on the Druzhba route. During the reporting period, KMG worked with European partners to confirm volumes and agree on supply parameters, as well as to extend and update contractual terms. Following the talks, plans were confirmed to increase the volume of Kazakhstan's oil supplies to German refining facilities from 2026.

Plans for 2026

In 2026, the Company plans to run a scheduled replacement of SPM–1 and SPM–2 at the CPC marine terminal due to the expiration of their service life.

Marine transportation

Kazakhstan's key marine transportation operator is National Maritime Shipping Company Kazmortransflot (KMTF), a subsidiary of KMG engaged in the shipment of oil and other cargoes across the Caspian Sea and via international routes. The company operates a fleet of modern vessels, including tankers, container vessels, bulk carriers, and tugboats, while also providing logistics and freight services. KMTF is actively ramping up its capacities and introducing cutting-edge technologies along with state-of-the-art environmental standards. As a strategic player in the Trans-Caspian routes, the company plays a crucial role in ensuring export deliveries and developing the maritime logistics of Kazakhstan.

At present, the KMTF marine fleet comprises 15 vessels of various types with a total tonnage of more than 300 thous. tonnes, including:

- two Aframax oil tankers;
- three 12,000-tonne deadweight tankers;
- two 8,000-tonne deadweight tankers (CIMS JV);
- three container vessels;
- two bulk carriers;
- three tugboats.

Operations:

- oil transportation (Caspian, Black and Mediterranean Seas);
- transportation of container and other cargoes;
- fleet support services for offshore operations.

Oil transportation by sea dropped by 18.7% to 10,701 thous. tonnes primarily due to a reduction in open-sea transportation following a change in CPC's allocation plans for Aframax tankers from March 2025.

Other factors include a temporary suspension of operations along the Aktau–Baku route from August to October 2025 due to technological constraints on the Baku–Tbilisi–Ceyhan oil pipeline and the scheduled upgrade of Taraz and Liva tankers.

Marine fleet transportation, thous. tonnes

Sea	2023	2024	2025
Open seas	10,045	11,086	8,752
Caspian Sea	733	2,083	1,949
Total	**10,778**	**13,169**	**10,701**

Cooperation with Abu Dhabi Ports

As part of cooperation with AD Ports Group (ADP), Caspian Integrated Maritime Solutions Ltd., a joint venture of KMTF (a subsidiary of KMG) and IMI Ltd. (a subsidiary of AD Ports Group) (the "CIMS"), acquired the 8,000-tonne deadweight tankers Taraz and Liwa in June 2023. The tankers were put into operation in December 2023. Between 2023 and 2025, these tankers transported some 1.7 mln tonnes of oil.

Container vessels

Amid the growing container transportation volumes along the Trans-Caspian International Transport Route, a project to build two container vessels for the Caspian Sea was launched in cooperation with ADP. KMTF, ADP and CIMS jointly developed the design project for a 780 TEU container vessel. On 1 May 2025, KMTF and ADP signed an agreement on the basic principles for implementing the container ship construction project. On 12 May 2025, during the Kazakhstan visit of Sheikh Zayed Al Nahyan, Crown Prince of Abu Dhabi, KMG and ADP signed a protocol on the joint implementation of the project in the presence of the heads of state.

Following a tender conducted by ADP, Baku Shipyard (AP) was selected as the contractor, with a contract to build two container ships signed on 16 September 2025. The vessels are expected to be delivered to the customer in December 2027. Financed by ADP, the project envisages a potential transfer of vessel ownership to CIMS. The parties are negotiating the terms of container vessel lease, operation and buy-out.

Ferries

Jointly with ADP, KMG is taking steps to build up a fleet of ferries and container vessels for the Trans-Caspian International Transport Route. Discussions are ongoing with interested companies from Azerbaijan on creating a single ferry system for the Caspian region. The project aims to study and justify the creation of a new railway ferry system between Kazakhstan and Azerbaijan to allow for the transportation of bulk cargo from Central Asia to global markets. It is seen as a strategic initiative to ensure long-term sustainability and competitiveness of the transport corridor.

In January 2025, meetings were held with the Azerbaijan Caspian Shipping Company (ASCO), the Port of Baku, ADY Express (a subsidiary of Azerbaijan Railways), EVRASCON (a designer of ferry terminals), Georgian Railways, and the TRACECA Secretariat to discuss the project and further steps. With all the parties demonstrating interest in and pledging their support to the project; an agreement was reached to jointly coordinate further steps in the project. In March 2025, the project was presented to members of the TMTM Association receiving its full support.

On 1 July 2025, KMTF, ADP, ASCO and CIMS signed a memorandum of cooperation on advancing Trans-Caspian ferry transportation between the ports of Kuryk and Alyat. The parties are also working to select a consultant for the feasibility study aimed at determining the potential cargo base, infrastructure needs, investment volume and further project format. At this stage, Kazakhstan Temir Zholy was invited to participate in the project. In addition, the World Bank's International Finance Corporation (IFC) expressed interest in co-financing the feasibility study. The study will be finalised in 1H 2026 and followed by a decision on further implementation.

Plans for 2026

1 **Open-sea fleet expansion:**

completing the acquisition of two Aframax or Suezmax tankers.

2 **Cooperation with AD Ports Group:**

- implementing the project to build a 780 TEU[1] container vessel;
- joint design of a feasibility study of a Trans-Caspian ferry system involving ASCO (Azerbaijan) and Kazakhstan Railways.

Downstream

Sales of KMG-produced oil and condensate, thous. tonnes

	2023			2024			2025		
Assets	**Export**	**Domestic market**	**Total**	**Export**	**Domestic market**	**Total**	**Export**	**Domestic market**	**Total**
Operating assets[2]	5,406	8,302	13,708	5,884	8,518	14,402	5,631	8,740	14,371
including subsidiaries and associates[3]	2,955	4,980	7,935	3,169	5,224	8,383	2,985	5,411	8,396
Megaprojects[4]	9,978	9	9,987	9,616	1.04	9,987	11,908	1.04	11,909
Total	**15,384**	**8,311**	**23,695**	**15,500**	**8,519**	**24,019**	**17,539**	**8,741**	**26,281**

[1] Twenty-foot equivalent unit.
[2] Ozenmunaigas, Embamunaigas, Karazhanbasmunai, Kazgermunai, PetroKazakhstan Inc., Kazakhturkmunay, Kazakhoil Aktobe, Mangistaumunaigaz, Urikhtau Operating, Dunga, Ural Oil and Gas.
[3] Ozenmunaigas, Embamunaigas, Kazakhturkmunay, Urikhtau Operating.
[4] KMG Kashagan, KMG Karachaganak, Tengizchevroil.

Pursuant to the President's commission and further commissions from the Government of the Republic of Kazakhstan, KMG continues to introduce the combined scheme at its refineries, taking into account the amendments being made to the Law of the Republic of Kazakhstan On State Regulation of Production and Sales of Certain Oil Products with respect to oil supplies to local refineries. The combined scheme and amendments mentioned above provide for a subsoil user's affiliate to be recognised as an oil supplier subject to at least one of the following conditions:

- the oil supplier owns at least 50% of shares in the subsoil user;
- the subsoil user owns at least 50% of shares in the oil supplier;
- the oil supplier and subsoil user are controlled by one or more persons owning, directly or indirectly, a total of at least 50% of shares in the oil supplier and subsoil user.

Ozenmunaigas, Embamunaigas, Kazakhturkmunay and Urikhtau Operating supply Atyrau, Pavlodar and Shymkent refineries with KMG's own crude oil, and the resulting refined products are subsequently sold wholesale domestically or for export. In 2025, sales of own oil and gas condensate to meet domestic demand amounted to 8,741 thous. tonnes (8,519 thous. tonnes in 2024), including 5,411 thous. tonnes of crude oil (5,224 thous. tonnes in 2024) supplied from operating assets – Ozenmunaigas, Embamunaigas, Kazakhturkmunay, Urikhtau Operating – to Atyrau, Pavlodar and Shymkent refineries for further refining and oil product sales.

Refining assets

KMG's hydrocarbon refining operations embrace four largest refineries in Kazakhstan and the sole asset in the EU – two refineries in Romania producing a wide range of products.

KMG refineries

Indicator				**Kazakhstan**		**Romania**
	Atyrau Refinery	**Pavlodar Refinery**	**Shymkent Refinery**	**Caspi Bitum**	**Petromidia Refinery**	**Vega Refinery**
Location	Atyrau	Pavlodar	Shymkent	Aktau	Năvodari	Ploiești
Commissioning date	1945	1978	1985	2013	1979	1905
Design refining capacity, mln tonnes	5.5	6.0	6.0	1.5	6.0[1]	0.5
Refinery utilisation rate in 2025, %	99	96	104	46	98[2]	79
KMG interest, %	99.53	100	49.72	50	54.6	54.6
Nelson Index	13.9	10.5	8.2	–	10.5	–
Energy Intensity Index (EII)	114	113	113.3	–	92.5	–
Refinery co-owners	–	–	CNPC	CITIC	Romanian Government	Romanian Government

[1] Design capacity includes refining 5 mln tonnes of crude oil and 1 mln tonnes of other hydrocarbons per year.
[2] Petromidia Refinery utilisation rate is 97.5% based on Solomon Associates' methodology.

Total hydrocarbon refining volumes increased by 9.5% year-on-year to 20,980 thous. tonnes.

Consolidated hydrocarbon refining, thous. tonnes

Assets	2023	2024	2025
Kazakhstan refineries			
Atyrau Refinery	5,475	5,547	5,471
Pavlodar Refinery	5,434	5,500	5,765
Shymkent Refinery (50%)	2,870	2,872	3,114
Caspi Bitum (50%)	427	327	348
Total for Kazakhstan refineries	**14,206**	**14,246**	**14,698**
Romania refineries			
Petromidia Refinery	5,012	4,619	5,886
Vega Refinery	374	293	395
Total for Romania refineries	**5,387**	**4,912**	6,282
Total	**19,593**	**19,158**	**20,980**

Oil product output at Kazakhstan and Romania refineries increased by 10.1% to 19,708 thous. tonnes.

- Kazakhstan refineries manufactured 13,528 thous. tonnes of oil products (up 3.4% year-on-year) to hit record highs.
- KMG International's refineries (Petromidia, Vega) manufactured 6,180 thous. tonnes of oil products (up 28.5%) primarily as a result of the corresponding refining increase at the facilities.

Consolidated oil product output, thous. tonnes

Assets	2023	2024	2025
Kazakhstan refineries			
Atyrau Refinery	4,858	5,025	4,904
Pavlodar Refinery	5,034	5,084	5,385
Shymkent Refinery (50%)	2,638	2,653	2,894
Caspi Bitum (50%)	421	323	345
Total for Kazakhstan refineries	**12,951**	**13,085**	**13,528**
Romania refineries			
Petromidia Refinery	4,848	4,521	5,786
Vega Refinery	373	288	394
Total for Romania refineries	**5,221**	**4,809**	**6,180**
Total	**18,172**	**17,894**	**19,708**

Refining volumes at Kazakhstan refineries

Hydrocarbon refining volumes (net to KMG), thous. tonnes

Refinery	2023	2024	2025
Atyrau Refinery	5,475	5,547	5,471
Pavlodar Refinery	5,434	5,500	5,765
Shymkent Refinery (50%)	2,870	2,872	3,114
Caspi Bitum (50%)	427	327	348
Total	**14,206**	**14,246**	**14,698**

In 2025 KMG refineries increased output by 3.2% to 14,698 thous. tonnes to hit record highs. The increase is due to Symkent Refinery operating without shutdown for scheduled maintenance and an increased supply to Pavlodar Refinery to boost the production of light oil products.

Oil product output (net to KMG), thous. tonnes

Oil products	2023	2024	2025
Atyrau Refinery	**4,858 (100%)**	**5,025 (100%)**	**4,904 (100%)**
Light[1]	3,602 (74%)	3,705 (74%)	4,104 (84%)
Dark[2]	1,073 (22%)	1,013 (21%)	565 (12%)
Petrochemicals[3]	49 (1%)	136 (3%)	96 (2%)
Other	134 (3%)	171(4%)	138 (3%)
Pavlodar Refinery	**5,034 (100%)**	**5,084 (100%)**	**5,385 (100%)**
Light	3,895 (77%)	4,021 (79%)	4,282 (80%)
Dark	809 (16%)	793 (16%)	746 (14%)
Other	330 (7%)	271 (5%)	357 (7%)
Shymkent Refinery (50%)	**2,638 (100%)**	**2,653 (100%)**	**2,894 (100%)**
Light	2,222 (84%)	2,262 (85%)	2,544 (88%)
Dark	410 (16%)	385 (15%)	343 (12%)
Other	6 (0.3%)	7 (0.3%)	8 (0.3%)
Caspi Bitum (50%)	**421 (100%)**	**323 (100%)**	**343 (100%)**
Dark	179 (43%)	121 (38%)	142 (41%)
Other	242 (57%)	201 (42%)	203 (59%)
Total	**12,951**	**13,085**	**13,528**

[1] Petrol, diesel fuel, jet fuel, and LNG.
[2] Fuel oil, vacuum gas oil, and bitumen.
[3] Benzene and paraxylene.

Light product yield, %

Refinery	2023	2024	2025	Year-on-year change, p.p.
Atyrau Refinery	66.85	69.22	76.72	+7.5
Pavlodar Refinery	72.02	73.22	74.34	+1.1
Shymkent Refinery	77.46	78.76	81.68	+2.9
Average for three refineries	**72.19**	**73.8**	**77.7**	**+3.9**

In 2025, all three refineries reached a record refining depth due to Shymkent Refinery operating non-stop without repair intervals and early completion of repairs at Atyrau and Pavlodar refineries.

Refining depth, %

Refinery	2023	2024	2025	Year-on-year change, p.p.
Atyrau Refinery	82.09	85.06	88.24	+3.2
Pavlodar Refinery	89.63	91.50	93.95	+2.5
Shymkent Refinery	84.88	85.77	88.16	+2.4
Average for three refineries	**85.51**	**87.41**	**90.1**	**+2.7**

Maintenance in 2025: ensuring reliability

In the reporting year, the Company continued to improve asset efficiency focusing on optimising timeframes and contributing to the national fuel market equilibrium.

To offset the impact of maintenance campaigns on the domestic market, the Company proactively built up necessary oil product inventories and adjusted production plans at refineries, thereby ensuring stable supply.

Investment projects at refineries
In 2025, the Company made significant progress in capacity ramp-up and product quality improvement projects.

Shymkent Refinery

Shymkent Refinery. The project to expand production capacities to 12 mln tonnes per year progressed to the next stage. Following completion of pre-FES revisions in the reporting year, development of the feasibility study commenced in 2026.

Pavlodar Refinery

A project to increase the output of winter diesel fuel is ongoing. In 2025, the reconstruction of a diesel hydrotreating plant, including a dewaxing unit, started and is expected to finish simultaneously with an overhaul in 2026. At the same time, the refinery started to construct a 12,500 Nm³/h hydrogen unit to support hydrotreatment processes.

Caspi Bitum

Caspi Bitum. In 2Q 2025, the refinery successfully completed a large-scale upgrade, with capacity ramped up to 1.5 mln tonnes and road bitumen production to 750 thous. tonnes per year to fully meet the growing demand from the road construction industry.

Atyrau Refinery

Atyrau Refinery. A comprehensive programme to improve efficiency in 2023–2027 is ongoing. The programme seeks to upgrade the key process units to increase the yield of light oil products.

Tariff policy
Kazakhstan refineries provide oil refining services under a processing business scheme while oil owners (suppliers) are responsible for the sale of end-products. This model enables refineries to focus on process efficiency, optimisation and cost control.

Approved refining tariffs are economically justified and factor in actual operating expenses and an investment component needed to service loans and finance CAPEX.

Weighted average tariffs to refine 1 tonne of tolling feedstock, KZT per tonne

Refinery	2023	2024	2025
Atyrau Refinery	54,079	54,450	49,593
Pavlodar Refinery	23,240	26,500	32,212
Shymkent Refinery	35,336	35,336	35,336
Caspi Bitum	27,791	45,835	34,865

Scheduled preventive maintenance in 2026 (primary oil refining units)
- Atyrau Refinery: routine servicing at EDD-ADU-2 from 26 June to 10 July (15 days);
- routine servicing at EDD-AVDU (ADU) from 26 June to 19 July (20 days);
- Pavlodar Refinery: an overhaul is scheduled from 18 September to 17 October (30 days);
- Shymkent Refinery: an overhaul is scheduled from 27 March to 25 April (30 days);
- Caspi Bitum: an annual overhaul from 2 to 31 December (30 days).

Production and sales of oil products derived from KMG's own oil

Apart from its role as the parent company, KMG's Corporate Centre refines oil purchased from subsidiaries and associates and sells oil products. In 2025, KMG refined oil produced by Ozenmunaigas, Embamunaigas and Kazakhturkmunay at three Kazakhstan refineries in Atyrau, Pavlodar and Shymkent.

A total of 5,612 thous. tonnes of oil were refined to manufacture 5,555 thous. tonnes of commercial oil products, including:
- light oil products (71%): motor petrol, diesel and jet fuel;
- dark oil products (11%): fuel oil, vacuum gas oil and bitumen;
- petrochemicals (1%): benzene and paraxylene;
- other (17%): liquefied gas, sulphur, coke, and process fuel.

Key export destinations include the Netherlands, China, Azerbaijan and Türkiye. We sold a total of 5,607 thous. tonnes of oil products, with 91% supplied to the domestic market and 9% exported.

Refinery output of commercial oil products derived from KMG's own oil in 2025, thous. tonnes

Oil products	Atyrau Refinery	Pavlodar Refinery	Shymkent Refinery	Total	Average oil product wholesale prices over 12M 2025, KZT per tonne
Light oil products	2,096	1,296	563	3,954	246,608
Dark oil products	299	245	82	626	122,613
Petrochemicals	54	0	0	54	252,130
Other	465	349	106	920	27,537
Total	**2,914**	**1,890**	**751**	**5,555**	**196,407**

Quality and standards
Our products comply with the K-4 and K-5 environmental standards (equivalent to Euro-4 and Euro-5). Following a large-scale upgrade completed in 2018, refineries reduced the content of harmful substances as follows:
- sulphur – by 10 times;
- aromatic hydrocarbons – by 1.5 times;
- benzene – by 5 times.

Exports and domestic market
A total of 495 thous. tonnes of oil products were exported, including fuel oil, paraxylene, benzene and coke. Domestic supplies served to meet the needs of the agricultural sector and social infrastructure, including through the supply of fuel oil for heating and jet fuel for aviation services.

Wholesale of KMG oil products produced in Kazakhstan, thous. tonnes

Product	2023			2024			2025		
	Domestic market	Export	Total	Domestic market	Export	Total	Domestic market	Export	Total
Petrol	1,529	–	1,529	1,582	–	1,582	1,833	9	1,842
Diesel fuel	1,512	–	1,512	1,673	–	1,673	2,009	–	2,009
Jet fuel	165	–	165	213	–	213	205	–	205
Fuel oil	205	504	708	215	382	596	183	296	478
Vacuum gas oil	–	81	81	–	112	112	–	1	1
Bitumen	87	–	87	130	–	130	134	–	134
Coke	50	103	154	62	124	186	31	127	158
Sulphur	12	9	21	21	6	27	14	10	25
Benzene	–	12	12	–	13	13	–	19	19
Paraxylene	–	8	8	–	52	52	–	33	33
Liquefied gas	230	–	230	256	–	256	257	–	257
Heating fuel	3	–	3	2	–	2	–	–	–
Process fuel	411	–	411	407	–	407	427	–	427
Other	21	–	21	23	–	23	21	–	21
Total	**4,224**	**716**	**4,940**	**4,583**	**688**	**5,272**	**5,113**	**495**	**5,607**

Export of oil products broken down by share and supply destination

Oil products	2024			2025		
	Volume, tonne	Country	Share, %	Volume, tonne	Country	Share, %
Fuel oil	346,759	Netherlands	100	295,539	Netherlands	100
Vacuum gas oil	107,552	Netherlands	100	1,137	Netherlands	100
High-purity paraxylene	51,790	China	100	32,669	China	100
Benzene	11,937	China	100	19,262	China	100
Total coke	79,866	China	79	110,360	China	94
	19,967	Azerbaijan	20	2,708	Türkiye	2
	680	Tajikistan	1	4,123	Tajikistan	4
Calcined coke	4,704	Azerbaijan	100	3,836	Türkiye	39
				464	Tajikistan	5
				5,453	China	56
Sulphur	760	Sweden	30	7,652	Europe	74
	1,806	Türkiye	70	2,757	Türkiye	26
AI-92 petrol (Shymket Refinery)				1,276	Kyrgyzstan	14
				6,825	Uzbekistan	76
				923	Afghanistan	10
Total	**625,823**			**494,983**		

Oil product imports in 2025
In accordance with the commission of Kazakhstan's Government, KMG imported 295 thous. tonnes of diesel fuel supplied to KTZ – Freight Transportation from Russian refineries.

To make up for the domestic shortage of jet fuel, Kazakhstan's Government commissioned KMG to purchase 25.1 thous. tonnes from Russian refineries.

KC Energy Group

Strategic transformation
To operate effectively at Kazakhstan's oil product market and ensure energy security, KC Energy Group was established on 27 December 2023.

Shareholder structure
KC Energy Group operates on the same principles applied to PETROSUN and has the same shareholder structure:
- CNPC International in Kazakhstan – 51%;
- KMG – 49%.

Operations
The company's business model represents a closed cycle including:
1. purchasing crude oil from affiliated oil companies;
2. oil refining at Kazakhstan refineries;
3. wholesale distribution of finished oil products in both domestic and export markets.

Energy security and social obligations
KC Energy Group prioritises seamless fuel supply to strategic industries as planned by Kazakhstan's Ministry of Energy.

In 2025, the company accounted for 46% in total refining at three Kazakhstan refineries and sold 8,021.3 thous. tonnes of oil products.

In 2025, the company accounted for 46% in total refining at three Kazakhstan refineries and sold 8,021.3 thous. tonnes of oil products. The majority of products are sold domestically, which testifies to strong demand and the company's stable positions in Kazakhstan.

- 7,468.1 thous. tonnes (93.1%) – domestic market, including 5,828.8 thous. tonnes (78.1%) of light oil products.
- 553.22 thous. tonnes (6.9%) – exports.

In 2025, as part of social obligations, KC Energy Group supplied 1,396.1 thous. tonnes of oil products:
- 360.8 thous. tonnes (25.8%) of diesel fuel to agricultural producers at prices discounted below the market as recommended by an authorised body;
- 114.2 thous. tonnes (8.2%) of fuel oil to social and production facilities at prices discounted below the market as recommended by an authorised body;
- 331.9 thous. tonnes (23.8%)of jet fuel to airports and airlines;
- 420.1 thous. tonnes (30.1%) of liquefied petroleum gas to gas distribution companies at prices recommended by an authorised body;
- 163.9 thous. tonnes (11.7%) of road bitumen from Pavlodar Refinery to local road construction companies at prices discounted below the market as recommended by an authorised body;
- 4,965 thous. tonnes (0.4%) of fuel oil as humanitarian aid to Tajikistan.

In 2025, 10% of all AI-92/AI-95 petrol, diesel and jet fuel were sold at electronic trading platforms, with total volume of such sales reaching 398.9 thous. tonnes. Despite volatile exchange prices in 2025, KC Energy Group earned extra income of KZT 3,321 mln including VAT, jet and diesel fuel being the largest contributors to such income from exchange trading.

The company put in a lot of effort to sell 534.3 thous. tonnes of AI-92 petrol and diesel fuel from regional oil depots which helped prevent facility stoppage at times of low demand and provide regional filling stations with socially important oil products when demand was high.

Amid an unprecedented drop in domestic demand for AI-92 petrol in the first half of 2025, a quick and smooth action from KC Energy Group, KMG's Corporate Centre and an authorised body paved the way to the sanctioned exports of 50.2 thous. tonnes of surplus AI-92 petrol in April–May 2025, stabilising the situation in the domestic market.

KMG International

Refining volumes at KMG International assets (Petromidia and Vega refineries) increased by hefty 27.9% to 6,282 thous. tonnes due to production recovery after the scheduled overhaul and the restart of the mild hydrocracker in 2024.

Hydrocarbon refining volumes, thous. tonnes

Refinery	2023	2024	2025
Petromidia Refinery	5,012	4,619	5,886
Vega Refinery	374	293	395
Total	**5,387**	**4,912**	**6,282**

KMG International's refineries (Petromidia, Vega) manufactured 6,180 thous. tonnes of oil products (up 28.5%) primarily as a result of the corresponding refining increase at the facilities.

Consolidated oil product output, thous. tonnes

Refinery	2023	2024	2025
Petromidia Refinery	**4,848**	**4,521**	**5,786**
Light[1]	4,269	3,974	5,125
Dark[2]	411	548	661
Other	168		
Vega Refinery	**373**	**288**	**394**
Dark*	105	75	93
Other	268	213	301
Total	**5,221**	**4,809**	**6,180**

The market refining margin was above the last year's mark thanks to higher prices for finished products, especially petrol, and lower crude oil prices. However, the margins are still under pressure due to substantial imports from Asia and Middle East and moderate demand for diesel fuel.

Petromidia Refinery's refining margin

Unit	2023	2024	2025
USD per tonne	64.8	39.7	61.8
USD per bbl[3]	11.5	5.2	8.1

In 2025, crude oil volumes for resale marketed through KMG International's trading operations totalled 15 mln tonnes. Purchases of oil for resale exceeded the 2024 mark by 1.4 mln tonnes. The key contributor was Tengizchevroil (+1,939 thous. tonnes), but the increase was offset by lower volumes from other suppliers.

Crude oil for resale, thous. tonnes

Indicator	2023	2024	2025
Crude oil for resale	7,638	13,690	15,049

1 Petrol, diesel fuel, jet fuel, and LNG.
2 Oil coke, fuel oil, natural gasoline.
3 To convert tonnes to bbl a conversion factor of 7.6 was used.

2025 highlights

1. Infrastructure initiatives
CHP construction project: Phase 2 pilot testing of the facility is over, ANRE[1] issued a generation licence, and negotiations are ongoing to sign an addendum to the EPC contract. On 30 January 2025, the parties signed an acceptance certificate and started the CHP's commercial operation. Going forward, the facility will obtain a DNV (Det Norske Veritas) certificate and file an application to Transelectrica, while the final licence from ANRE is expected in the first half of 2026. The negotiations will be closed and deficiencies will be remedied in 1H 2026.

2. Expansion of the retail network
In 2023, 12 CNAIR 1[2] stations were constructed and commissioned in February 2024. A permit for six CNAIR 2 locations is in place, the construction of six highway filling stations started, and the EPC contract is signed, with works launched in November. Seven standard stations are expected to be commissioned in 2026, with another nine to follow in 2027. A tender is initiated for the construction of four standard stations.

3. Environmental resilience and strategic focus on sustainable development
In 2025, KMG International continued to implement environmental initiatives. Petromidia Refinery set a new record, with its energy intensity index (EII) reaching 92.75.

KMG International is actively aligning itself with the new EU and Romanian regulatory requirements, including the commitment to increase the content of biofuel in oil products and switch to the use of green hydrogen starting 2025. In 2025, the company continued to implement decarbonisation projects, which include the development of infrastructure required for charging electric vehicles and the integration of sustainable technologies for producing jet fuel.

Plans for 2026

1. **Increase the production of second-generation biofuels.**
2. **Expand the retail network with an eye on cutting-edge technologies such as charging stations for electric vehicles.**

1 Autoritatea Națională de Reglementare în Domeniul Energiei, Romania's national energy regulator.
2 Compania Națională de Administrare a Infrastructurii Rutiere.

Petrochemicals

Polypropylene production (KPI)

Kazakhstan Petrochemical Industries Inc. (KPI Inc.) operates Kazakhstan's first and only integrated gas chemical complex in the Atyrau Region launched in 2022. The project implemented in partnership with major industry players has the following ownership structure: KMG – 49.5%, SIBUR Holding – 40%, Samruk-Kazyna Ondeu – 9.5%, Firm Almex Plus – 1%.

2025 production highlights
In 2025, the complex demonstrated substantial growth of operating metrics.

- Output: 377 thous. tonnes of polypropylene.
- Product range expansion: 15 grades produced, including five new ones.
- Import substitution: the complex fully met domestic demand by supplying 39 thous. tonnes of products against the total market volume of 58.3 thous. tonnes.

Polypropylene supply by country, tonnes

Destinations	2023	2024	2025
Kazakhstan	9,516	22,887	38,810
China	95,598	89,001	82,014
Europe	33,297	29,413	110,809
Türkiye	11,524	63,756	74,630
Russia	25,409	44,237	55,335
Total	**175,344**	**249,294**	**361,598**

Impact on the domestic market
After the plant launch and the start of KPI product sales in 2022, the share of local polypropylene in Kazakhstan increased to 67%, with imports shrinking to a negligent 8%.

Overdrive Programme
The programme provides special commercial terms to incentivise processing companies:

- Import Substitution Overdrive – product support for import substitution;
- Export Overdrive – ensuring competitive edge in international markets;
- Industry Overdrive – competitive edge of value proposition over the traditional one;
- Investment Overdrive – compensation for investments and support for lending interest rates.

Prices
The average market price for polypropylene in Kazakhstan in 2025, including VAT, increased by 10.5% versus 2024 and reached KZT 559.6 thous. per tonne (compared to KZT 506.6 thous. per tonne in 2024), reflecting inflation and higher market demand.

Exports
In 2025, a total of 326 thous. tonnes were exported, with the primary markets being China, Europe, Türkiye, and Russia. The products have successfully passed homologation, confirming compliance with all the necessary safety and quality standards, and are sought after by international processing companies.

Partnership with international carriers
We organised export routes to China, Türkiye and Europe, which bolstered supply chain stability.

Logistics and warehouse infrastructure
Logistics optimisation:

- the plant secured deliveries on FCA[1] terms (KPI warehouses in Atyrau, Almaty and Astana);
- Opening of a warehouse in Almaty helped:
  - increase sales in the southern regions of Kazakhstan (growth in December by 979 tonnes);
  - increase sales in the northern regions of Kazakhstan (growth in December by 264 tonnes);
  - reduce logistics costs for processing companies that do not have access to railway infrastructure.

Supplies to warehouses in Almaty and Astana in 2025 stood at 6.5 thous. tonnes and 1.4 thous. tonnes respectively.

Service projects

KMG runs comprehensive initiatives to develop oilfield services, upgrade infrastructure and achieve operational excellence. Strategic priorities are reliable water supply in the regions of presence, making oilfield service companies breakeven, and the upgrade of special-purpose machinery and production assets.

The infrastructure of oilfield service companies covers repair and maintenance sites, logistics hubs, and transportation fleets. A special emphasis in 2025 was placed on automating business processes and implementing international quality standards (API Spec Q2).

Enhancing the performance of oilfield services

The company is implementing a programme to make oilfield service companies break even by introducing segregated accounting and automating processes.

- The American Petroleum Institute conducted the final audit of Munaytelecom, with the API Q2 certificate to be issued in 2026 (the second certification among oilfield service assets). Certification of other assets is scheduled for 2026.

Renewal of vehicle and equipment fleets

The programme to upgrade special-purpose machinery in 2024–2026 is ongoing, with 408 vehicles to be modernised at Mangistaumunaigaz' Kalamkas and Zhetybai fields.

Fleet renewal of KMG's subsidiaries

Company, 100% KMG's stake	2025	2026
	Actual	Plan
Oil Transport Corporation	105	96
Oil Services Company	2	25
OzenMunayService	0	5

Development of the production infrastructure

- Oil Transport Corporation: agreements are signed for the construction of a new production facility at Zhetybai and the contractor's machinery is mobilised.
- OzenMunayService: the construction of a new production facility is completed, with the acceptance certificate signed on 3 December 2025.

[1] FCA means that seller is responsible for completing the export formalities and delivers the goods to the buyer's designated carrier at the agreed place and point.

Research and Development

In 2025 KMG's R&D policy focused on improving operational efficiency by introducing advanced technology, digitalising production and promoting low-carbon energy. The Group continued to transform into a high-tech energy holding integrating innovation across the entire value chain – from exploration to petrochemical production.

Strategic priorities and key achievements in 2025

Our R&D efforts focused on four domains to create synergies between science and production.

Resource replenishment and exploration.
The Company switched to unconventional surveying methods to unlock the potential of low-permeable layers and new energy resources.

- **New energy:** KMG initiated a large-scale study of natural (white) hydrogen. Potentially productive areas are identified in the Caspian Depression with an estimated production cost of ca. USD 0.5 /kg.
- **Survey technologies:** the Company approved innovative cross-borehole electrical resistivity techniques to create high-precision seismic models and review the potential of several assets (Shygys, Mugodzhary).

Drilling and well intervention efficiency.
The focus on optimising well geometry and changing the well management model translated into much lower CAPEX.

- **Lower costs:** rollout of the slim-hole drilling technique at Uzen helped cut costs by 30% and save KZT 4.6 bln.
- **Technological sovereignty:** transitioning of some projects to the split service model and replacement of expensive rotary steerable systems with downhole motors served to optimise costs with no loss of quality.

Production and development management technologies.
To stabilise production at mature fields, the Company introduces enhanced oil recovery (EOR) methods and digital monitoring tools.

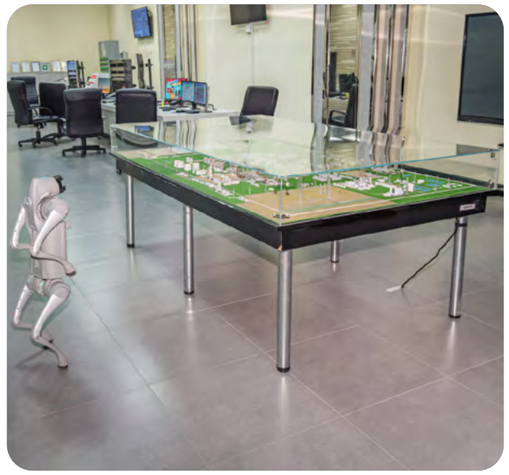
- **EOR:** commercial application of polymer flooding at Embamunaigas and Mangistaumunaigaz proved to be efficient, with 324 conformance control activities increasing production by over 380 thous. tonnes.
- **Intensification:** multi-stage hydraulic fracturing (up to seven stages) at West Prorva horizontal wells doubled flow rates compared to those initially planned.

Refining upgrade and petrochemicals.
The downstream business focuses on deeper refining, energy efficiency, and making products with high added value.

- **Operational reliability:** PKOP and Pavlodar Refinery started to migrate to an extended three-year time between repairs to boost refining volumes.
- **Environment and innovative solutions:** the Company intensified efforts to produce SAF and green hydrogen. Atyrau Refinery is taking steps to recover flare gas and cut emissions by four times.

Digital transformation and AI
A shared digital ecosystem centred around the **ABAI** information system is the cornerstone of technology development.

- **Data management:** the Company set up a corporate data bank consolidating over 23,000 geological reports. An in-house digital platform is in place to allow for automatic well testing interpretation.
- **AI in production:** AI-integrated ABAI modules are widely deployed to manage flooding and select well interventions for thous. of wells and flooding elements.



A glance into the future
As part of its 2026–2030 R&D programme KMG will keep moving towards decarbonisation and tech leadership. We will continue to prioritise the development of petrochemicals (methanol, urea), hydrogen energy, and CCUS technologies to ensure long-term stability amid energy transition.

Drilling

In 2025, we focused on radically cutting CAPEX and improving the quality of well construction. Our strategy hinges on cost-effective techniques and full digital process control.

Process optimisation and cost-cutting
We are introducing a differentiated approach to drilling combining high-tech solutions for complex projects with highly cost-efficient technologies for mature fields.

- **Cost efficiency (slim-hole technology)**
  - **Overview:** Ozenmunaigas rolled out slim-hole drilling at Uzen achieving a substantial economy in metals, cement and drilling fluids, and accelerating construction.
  - **Result:** 41 drilled wells (38 injection and three production ones). A 30% cost reduction confirmed.
  - **Financial effect:** KZT 4.6 bln saved in 2025.
  - **Plan:** the large-scale construction of 132 slim-hole wells is planned for 2026.
- **Smart engineering (replacement of rotary steerable systems with downhole motors)**
  - **Solution:** we stopped using the conventional expensive equipment. Instead, we conducted an in-depth analysis of geology at East Urikhtau (wells VU-9 and 10) and Laktybai (well OS-1) to substantiate the replacement of expensive rotary steerable systems with cheaper downhole motors for upper interval drilling.
  - **Effect:** savings of KZT 522.7 mln from construction of a single well at East Urikhtau.
- **Access to hard-to-recover reserves (slant drilling)**
  - **Innovation:** Embamunaigas is introducing 45°-angled slant drilling to recover high-viscosity oil at a depth of 125–210 m. The technology increases reservoir coverage in areas where standard deviation is impossible.
  - **Status:** a drilling rig for pilot wells is mobilised at Koschagyl and Karsak.
- **Global standards adopted at Tengiz (TCO):**
  - The company keeps using a factory model in multi-well pad drilling
  - along with advanced ICD completions and rotary steerable systems to fast forward drilling and ensure high-precision control of the trajectory.

Digital monitoring and minimising risks
With online drilling control, we manage uncertainties in real time to hit the pay zones of reservoirs.

- **Drilling control centre**
  - Mangistaumunaigaz, Embamunaigas, and Kazakhturkmunay put in place round-the-clock online monitoring of key parameters (bottomhole assemblies, hydraulics, ECD) at complex horizontal wells to enable instant decision-making by the Exploration Drilling Department and minimise accident risks.

- **High-precision geosteering**
  - **Effectiveness:** in 2025, the Company drilled wells at Kenbay, Asar, Saztobe, and other fields, with average effectiveness (the borehole drilled in an oil saturated zone) reaching the record 94.6%.
  - **Techniques:** the Burmasha field applied a combination of seismic modelling with real-time resistivity inversion.
- **Financial transparency**
  - New estimate standards for standalone cost items were designed to replace obsolete Soviet ones, switch to current market prices and ensure transparent pricing (piloted at Embamunaigas and Karazhanbasmunai).

Transformation of the well management model
To regain control over the quality of key processes, we depart from the integrated well service model which proved inefficient in overseeing specialised services.

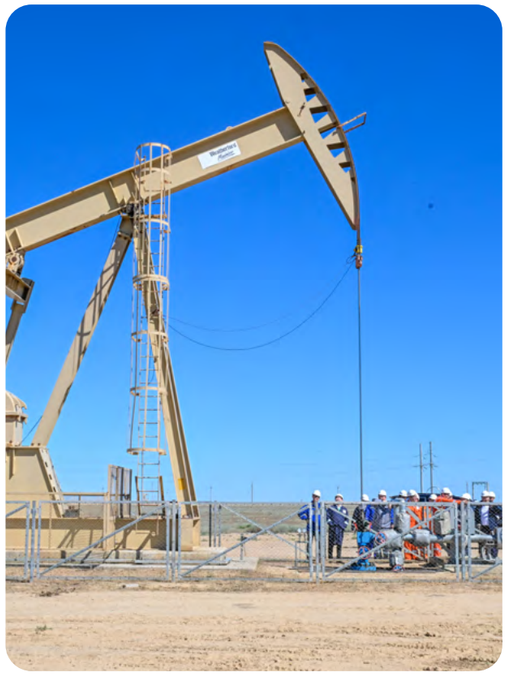
- **New strategy (split service**)
  - A concept for splitting critical services into standalone components is developed for Mangistaumunaigaz, Embamunaigas, Ozenmunaigas, and other subsidiaries and associates.
- **Eliminated from the integrated service model are:**
  - geophysics (geophysical well logging) – to guarantee data reliability;
  - drilling fluids – to control formulations and prevent accidents;
  - cementing – to extend the well life cycle.
- **Tightened oversight:** a one supervisor per rig standard is introduced for the full on-site control.

R&D and future projects
The 2026–2030 R&D programme comprises 15 projects addressing specific challenges faced by the Group.

- **Heat resistant cement:** we are developing a special formulation resistant to extreme temperatures during steam injection for Karazhanbasmunai's high-viscosity oil fields.
- **Eliminating formation damage:** we are completing the development of non-damaging well kill methods (Mangistaumunaigaz) to maintain formation productivity post repair.
- **Fluid audit:** we checked treatment systems and issued recommendations on digital modelling of hydraulics and eliminating cleanout quality issues.

Technological radar (promising solutions)
The Testing Centre is monitoring the market for breakthrough technologies:

- **Fishbones:** multilateral drilling similar to fishbone technology to stimulate carbonate reservoirs (Mangistaumunaigaz);
- **Liquid Casing:** fluid additive creating an impermeable plug to prevent lost circulation (Zhetybai);
- **Casing drilling:** the technology reduces construction period and eliminates accidents;
- **Tornado and Buran technologies:** efficient borehole cleaning and isolation of flooded sections in horizontal wells.



Upstream

In 2025, the Upstream business continued to stabilise production at mature fields and maximise oil recovery from major projects. The key drivers were large-scale rollout of EOR methods, inflow stimulation and digital development management.

Enhanced oil recovery (EOR)

The Company is actively scaling up chemical and thermal stimulation techniques to extend the asset life cycle.

Polymer flooding (strategic rollout)

- **Embamunaigas (commercial use):** commercial development started at East Moldabek (Kenbay field), with polymers injected in five wells and cumulative production reaching **4,551 tonnes**. The current deviation from the plan is due to complex geology (flow redistribution), with optimisation measures put in place.
- **Mangistaumunaigaz:** in August 2025, the company successfully started injection at West-1 and 2 sections of Kalamkas, producing extra **1,917 tonnes** of oil. The technology is to be rolled out at the East-3 section.
- **Ozenmunaigas:** a pilot project started at 14-East section of Uzen, with agent concentration adjusted to 1,320 mg/l. Currently there is fluid accumulation in the formation (temporary negative effect), with the project expected to reach design performance.
- **Karazhanbasmunai:** a trilateral contract was signed to introduce SP flooding. Pilot testing at facility II is scheduled for December 2025.

Flooding management (conformance control and water shut-off)

- **Scale:** the Group implemented **324 related measures**.
- **Result:** production increment totalled **383.9 thous. tonnes** of oil.
- **Best practices:** technologies proved to be highly efficient at Alibekmola (2,847 tonnes from six wells), Nuraly (1,495 tonnes), and Uzen (126.6 thous. tonnes after 260 operations).

Well stimulation: high-tech solutions

We apply aggressive well stimulation methods to unlock new opportunities at depleted horizons.

Next-generation hydraulic fracturing

- **Breakthrough at West Prorva:** horizontal drilling with multi-stage hydraulic fracturing delivered results exceeding expectations by far. Wells 459 (five stages) and 460 (seven stages) were launched with flow rates of **28 tonnes** and **37 tonnes per day** respectively against the planned 15 tonnes per day.
- **Innovations at Ozenmunaigas:** the company is testing nitrogen foam fracturing and synthetic polymer fluids. The technology will be rolled out in 2026.

Geology as growth driver (additional perforation)

- The revision of the geological model at Uzen (transition to discrete NTG estimation) helped identify overlooked oil saturated intervals.
- The additional perforation programme at 10 wells delivered **4,216 tonnes** of oil. At well 6518, the flow rate increased more than ten-fold, from 2.2 to **25–30 tonnes per day**.

Second life of wells (horizontal sidetracking)

- We created a portfolio of horizontal sidetracking projects at idle wells of West Prorva and Alibekmola.

Operational reliability and prevention of complications

We focus on increasing time between repairs and using new materials to reduce OPEX.

Chemicalisation: injection of scale inhibitors at Uzen increased time between repairs almost threefold, from 54 to **141** days.

Equipment:

- Embamunaigas used 914 special pumps to remove mechanical impurities, which increased mean time between failures by 39% to 367 days;
- Zhetybai and Kalamkas are using reinforced thermoplastic pipes to fight corrosion at the pressure maintenance system;
- Pump rods with protective EXPE coating are recommended for rollout;
- Ozenmunaigas introduced tubing with protective coating.

Smart Field ecosystem

AI and big data are becoming an integral part of production processes.

ABAI information system: the key production assets (Ozenmunaigas, Mangistaumunaigaz, and Kazakhoil Aktobe) are putting in place AI-integrated flooding management modules. By 2030 the system will cover **1,660 flooding elements.**

In-house development: a shared digital platform is registered for well test interpretation. The rollout will start in 2026.

Innovation: virtual flow metering (neural network) and online telemetry systems (Karachaganak) are tested to ensure instant response to changed parameters.

Energy efficiency and environment

Water use: Karazhanbasmunai drafted an excessive water disposal roadmap, including well conversion to water injection.

Thermal methods: Karazhanbasmunai is introducing a water-alternating-steam process to save energy. Embamunaigas is contemplating the use of thermal steam treatment at its assets.

Refining

KMG's refining operations are undergoing deep technological transformation as the Company shifts focus from the traditional capacity maintenance to solutions maximising added value and ensuring conformance with global green standards (SAF, low-carbon hydrogen, CCUS).

Three-year repair interval.

We are adopting three-year repair intervals instead of annual suspension.

- **Investment value**: this strategy serves to increase assets' operational readiness rate, reduce maintenance OPEX, and generate additional margins through high-volume refining.
- **Status:** Pursuant to decisions of KMG's Investment Committee, Atyrau, Pavlodar, and Shymkent refineries have entered the active phase of implementing transition to a longer interval between repairs, in line with the approved integrated plan.

Technology upgrade at Atyrau Refinery: projects are underway to reduce losses and make premium products:

Technology upgrade at Atyrau Refinery: projects are underway to reduce losses and make premium products:

- **Zero flaring (flare gas recovery):** liquid piston compression will help recover **95%** of flare gas (up to 10,000 kg/h). With flare gas going back to the fuel system to replace purchased natural gas and condensate reused in production, the Company reduces emissions by four times and cuts environmental charges.
- **Automatic on-spot loading:** a new station will ensure 100% transitioning to on-spot loading of all light oil products to minimise losses and enhance safety.
- **Anode coke (upgrade of the delayed coker unit):** thanks to a new block of coke drums with a capacity of 1.0 mln tonnes per year, the Company will start producing anode coke essential for the metallurgical industry, increase the yield of light oil products, and enter new export niches.
- **Increased utilisation:** by building naphtha and gas condensate reception infrastructure the Company will increase the utilisation rate of secondary capacities and boost the output of high-margin petrol and jet fuel.

1. Operational excellence and upgrades of refineries
The key driver of EBITDA growth in refining is increasing time between repairs and process debottlenecking.

Energy security (Pavlodar Refinery).

A 12,500 Nm^3/h hydrogen production unit utilising the steam reforming technology is key for winter diesel fuel hydrotreating and production, which reduces Kazakhstan's dependence on imports.

2. Low-carbon fuels (SAF and hydrogen)
KMG is creating a portfolio of green chemistry projects to proactively meet ReFuelEU aviation requirements and add premium export products to its range.

Sustainable aviation fuel (SAF).

SAF can reduce carbon emissions by 64% compared to conventional kerosene, which allows for premium pricing.

- **Quick win (co-processing) strategy:** co-processing of plant-based feedstock at Atyrau Refinery's operating hydrotreating units (Topsoe and Axens technologies) is contemplated as the fastest way to enter the market, as this solution requires less CAPEX compared to new plants.

Green hydrogen and water security.

We are implementing circular economy principles.

- **Synergies:** we developed a green hydrogen production model via electrolysis using treated wastewater from refineries. Atyrau Refinery successfully closed the water loop to address the shortage of process water.
- **Innovation:** together with Green Spark we are running a pilot (solar power plant + electrolyser) in Atyrau. R&D is ongoing to produce titanium alloys for the safe storage of solid hydrogen. A digital hydrogen atlas is drafted to quickly assess the economic viability of green and blue hydrogen production.

3. Digitalisation (Industry 4.0)
A unified digital perimeter will improve asset transparency and accelerate decision-making.

- **Data lake:** over 1,000 data attributes were streamed from site systems to the corporate storage, creating the foundation for the analytical centre.
- **Stock management:** digital tools prevent the freezing of capital in illiquid stocks of spare parts.
- **AI:** we are testing predictive analytics solutions to forecast equipment failure and streamline operation.

Technology and sustainable development

1. Energy transition and decarbonisation
We are actively diversifying our energy portfolio by investing in hydrogen production, renewable energy source, and stringent control over methane emissions.

Hydrogen economy

- **Natural (white) hydrogen:** a strategic focus is placed on discovering cheap natural hydrogen, with production costs of ca. USD 0.5 / kg set to dramatically change project economics. Archive data confirmed the presence of potentially productive areas in the Caspian Depression (H_2 concentration of up to 98–100%). We are now looking for a partner in exploration.
- **Green hydrogen:** an R&D site is set up in Atyrau, a 200 kWh solar power plant is commissioned, and the installation of the electrolyser is nearly finished to develop competencies and ensure autonomous energy supply.
- **Storage technologies:** the Company is financing R&D aimed at building safe solid-state hydrogen cells from titanium alloys to improve logistics.

Methane management

- **Leak detection (LDAR):** large-scale efforts involving space, airborne, and land-based monitoring tools and supported by Carbon Limits, OGCI, and UNEP's IMEO enabled us to localise critical emission sources at Kazgermunai, Embamunaigas, Mangistaumunaigaz, and Ozenmunaigas.
- **Digitalisation:** the Company is drafting a methane leak atlas to visualise emissions in real time.

Renewable energy.

Major projects to decarbonise internal consumption are ongoing.

- **Hybrid generation (247 MW):** together with Eni we are implementing a project (wind, solar, and gas power plants) to ensure stable energy supply to our assets. The solar power plant was built in 2025.
- **1 GW wind power plant:** a joint project with TotalEnergies and Samruk-Energy in the Zhambyl Region. The final investment decision will be made in March 2026.
- **Geothermal energy:** we assessed the Uzen (Middle Triassic) potential for green electricity generation from formation water.

2. Digital transformation and AI
KMG is migrating to a data-driven model by introducing end-to-end solutions from well to filling station.

- **AI in the ABAI IS:** modules for flooding and well intervention management are being put in place.
- **Computer vision (TUMAR):** a video analytics solution deployed to 60 well workover and servicing crews automatically detects safety violations (no helmet, presence in the hazardous area) to reduce the risk of injury.
- **Predictive analytics:** KPI's plant (petrochemicals) launched a machine learning solution to predict dynamic equipment failures.

Intellectual logistics.

A single Uber-like platform was created for transport management.

- **Result:** a fully transparent traffic to eliminate misstatement and improper use. The request fulfilment rate reached **97.9–100%**. In 2026–2027 the solution will be rolled out to all production and refining assets.

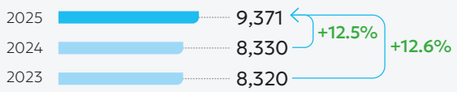
Corporate data lake.

We built unified data architecture integrating streams from refineries (over 1,000 tags) and fields into a centralised storage. The solution will supply reliable analytics to accelerate decision-making.

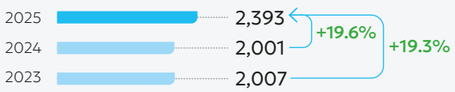
Financial overview

Key financial indicators for 2025[1]

Revenue, KZTë bln

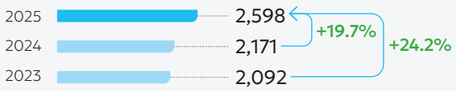


EBITDA[3], KZT bln

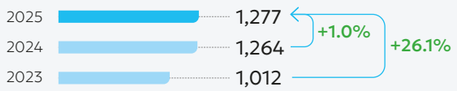


Net profit, KZT bln

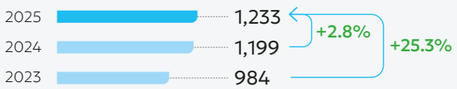
Adjusted EBITDA[4], KZT bln



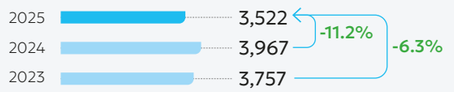
Net profit adjusted for the share in profit of JVs and associates[2], KZT bln



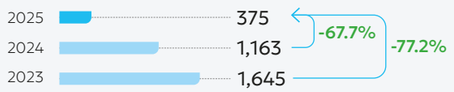
Free cash flow[5], KZT bln



Gross debt[6], KZT bln



Net debt[7], KZT bln



Consolidated financial results under IFRS

Indicator	UoM	2023	2024	2025	%
Dated Brent, average[8]	USD/bbl	82.64	80.76	69.10	(14.4)
KEBCO[8], average	USD/bbl	81.74	80.73	69.88	(13.4)
Exchange rate, average	KZT/USD	456.21	469.31	521.31	11.1
Exchange rate, end-of-period	KZT/USD	454.56	525.11	505.53	(3.7)
Revenue	KZT bln	8,320	8,330	9,371	12.5
Share in profit of JVs and associates, net	KZT bln	534	531	781	46.9
Net profit	KZT bln	927	1,094	1,072	(2.0)
Net profit adjusted for the share in profit of JVs and associates[2]	KZT bln	1,012	1,264	1,277	1.0
EBITDA[3]	KZT bln	2,007	2,001	2,393	19.6
Adjusted EBITDA[4]	KZT bln	2,092	2,171	2,598	19.7
Free cash flow[5]	KZT bln	984	1,199	1,233	2.8
Gross debt[6]	KZT bln	3,757	3,967	3,522	(11.2)
Net debt[7]	KZT bln	1,645	1,163	375	(67.7)

For more details, see the Financial Statements section, **p. 290**

1 The amounts were converted to US dollars for user convenience at average exchange rates for respective periods (average USD/KZT for 2025, 2024 and 2023 were at 521.31, 469.31 and 456.21 respectively; end-of-period USD/KZT as of 31 December 2025, 31 December 2024 and 31 December 2023 were at 505.53, 525.11 and 454.56 respectively).

2 Net profit adjusted for profit share in jointly controlled entities and associated companies = Net profit plus dividends received from joint ventures and associated companies, minus the share of profits of jointly controlled enterprises and associated companies.

3 EBITDA = Revenue plus Share in profit of JVs and associates, net, minus Cost of purchased oil, gas petroleum products and refining costs minus Production expenses minus General and administrative expenses minus Transportation and Selling expenses minus Taxes other than income tax.

4 Adjusted EBITDA = Revenue plus Dividends from JVs and associates, minus Cost of purchased oil, gas petroleum products and refining costs minus Production expenses minus General and administrative expenses minus Transportation and selling expenses minus Taxes other than income tax.

5 Free Cash Flow = Net cash flow from operating activities minus Purchase of property, plant and equipment, intangible assets, investment property and exploration and evaluation assets. Dividends received from JVs and associates are included in cash flow from operating activities.

6 Total debt at the end of the reporting period = bonds plus loans (short-term and long-term). Guarantees issued are not included in the calculation.

7 Net debt at the end of the reporting period = bonds plus loans minus cash and cash equivalents minus bank deposits (short-term and long-term). Guarantees issued are not included in the calculation.

8 Source: S&P Global Platts.

Consolidated Statement of Profit and Loss

Indicator	UoM	2023	2024	2025	Change	%
Revenue and other income						
Revenue from contracts with customers	KZT mln	8,319,543	8,330,261	9,371,488	1,041,227	12.5
Share in profit of joint ventures and associates, net	KZT mln	534,177	531,230	780,635	249,405	46.9
Gain from disposal of subsidiary	KZT mln	186,225	16,410	3,000	(13,410)	(81.7)
Interest revenue calculated using the effective interest method	KZT mln	139,449	184,392	197,959	13,567	7.4
Other finance income	KZT mln	7,332	123,290	43,005	(80,285)	(65.1)
Other operating income	KZT mln	55,378	52,377	48,626	(3,751)	(7.2)
Total revenue and other income	**KZT mln**	**9,242,104**	**9,237,960**	**10,444,713**	**1,206,753**	**13.1**
Costs and expenses						
Cost of purchased oil, gas, petroleum products and other materials	KZT mln	(4,621,881)	(4,347,011)	(5,039,517)	(692,506)	15.9
Production expenses	KZT mln	(1,219,722)	(1,398,604)	(1,588,607)	(190,003)	13.6
Taxes other than income tax	KZT mln	(594,080)	(592,984)	(592,928)	56	0.0
Depreciation, depletion and amortization	KZT mln	(599,543)	(642,666)	(723,977)	(81,311)	12.7
Transportation and selling expenses	KZT mln	(245,525)	(267,824)	(319,088)	(51,264)	19.1
General and administrative expenses	KZT mln	(165,897)	(254,148)	(218,624)	35,524	(14.0)
Impairment of property, plant and equipment, intangible assets, non-current advances for fixed assets and exploration expenses	KZT mln	(248,140)	(69,733)	(35,762)	33,971	(48.7)
Finance costs	KZT mln	(321,630)	(346,096)	(368,055)	(21,959)	6.3
Foreign exchange (loss)/gain, net	KZT mln	25,222	185,459	(84,012)	(269,471)	(145.3)
Recovery of expected credit losses/ (expected credit losses)	KZT mln	(11,874)	(8,316)	6,744	15,060	(181.1)
Other expenses	KZT mln	(42,564)	(38,703)	(49,130)	(10,427)	26.9
Total costs and expenses	**KZT mln**	**(8,045,634)**	**(7,780,626)**	**(9,012,956)**	**(1,232,330)**	**15.8**
Profit before income tax	**KZT mln**	**1,196,470**	**1,457,334**	**1,431,757**	**(25,577)**	**(1.8)**
Income tax expenses	KZT mln	(269,792)	(363,087)	(359,703)	3,384	(0.9)
Net profit for the year	**KZT mln**	**926,678**	**1,094,247**	**1,072,054**	**(22,193)**	**(2.0)**
Net profit/(loss) for the year attributable to						
Equity holders of the Parent Company	KZT mln	962,700	1,094,438	1,040,435	(54,003)	(4.9)
Non-controlling interest	KZT mln	(36,022)	(191)	31,619	31,810	(16,654.5)
	KZT mln	**926,678**	**1,094,247**	**1,072,054**	**(22,193)**	**(2.0)**

The indicators and calculation results are presented with rounding. However, precise values without rounding were used for period comparisons. Any potential adjustments related to rounding are not expected to have a material impact on the financial results, according to the Company's assessment.

Revenue

In 2025, revenue amounted to KZT 9,371 bln (USD 17,977 mln), reflecting a 12.5% increase compared to 2024. Despite weaker global oil prices, revenue growth was driven by the year-on-year depreciation of the tenge against the U.S. dollar and by higher oil product sales at the KMG International and KMG Corporate Centre levels. Throughput at KMG International's refineries rose substantially, reflecting the recovery of production capacity following a scheduled overhaul and the restart of the mild hydrocracker in 2024.

Share in profit of joint ventures and associates

The share in profit of joint ventures and associates increased by 46.9% and amounted to KZT 781 bln (USD 1,497 mln). The following factors drove the increase: a KZT 109 bln (USD 209 mln) rise in TCO's contribution, reflecting revenue growth from the successful commissioning and capacity ramp-up of the Third-Generation Plant under the Future Growth Project; a KZT 101 bln (USD 195 mln) rise from CPC, on the back of higher Tengiz oil transportation volumes and KZT/USD exchange rate movements; and a KZT 21 bln (USD 41 mln) rise from PKOP, attributable to higher feedstock processing volumes resulting from the refinery's uninterrupted operation, compared with scheduled repairs in 2024.

Cost of purchased oil, gas, petroleum products and other materials

The cost of purchased oil, gas, petroleum products and other materials increased by 15.9%, reaching KZT 5,040 bln (USD 9,667 mln). It was driven primarily by higher crude oil purchases for refining at the KMG International level in connection with increased throughput at the Petromidia refinery.

Other expenses

Production expenses grew by 13.6% to KZT 1,589 bln (USD 3,047 mln), reflecting higher labour costs for production personnel across the regions of operation (Ozenmunaigas, KazTransOil, Embamunaigas, and KMG International), higher electricity costs – primarily at KMG International, Ozenmunaigas and Pavlodar Refinery – and increased repair and maintenance costs at KMG Systems & Services and Ozenmunaigas.

Transportation and selling expenses for the reporting period amounted to KZT 319 bln (USD 612 mln), representing a 19.1% increase compared to 2024. This growth was driven primarily by higher oil loading, transportation, and storage costs at the Kashagan and KMG International levels.

General and administrative expenses decreased by 14.0% to KZT 219 bln (USD 419 mln), mostly as a result of lower trust management fees. In 2025, the Company recognised a fee payable to QazaqGaz (a subsidiary of Samruk-Kazyna) for trust management of its 50% participation interest in joint venture KazRosGas of KZT 19 bln (USD 37 mln), against KZT 53 bln (USD 114 mln) in 2024.

Taxes other than income tax amounted to KZT 593 bln (USD 1,137 mln), broadly flat year-on-year. Higher excise duty expenses at the KMG Corporate Centre level – driven by increased light oil product sales and a higher excise rate – were offset by lower rent tax on crude oil exports at Ozenmunaigas and Embamunaigas and reduced Kashagan expenses due to weaker oil prices.

In 2025, total payroll amounted to KZT 776 bln (USD 1,489 mln) and was recognised under production expenses, transportation and selling expenses, and general and administrative expenses in the consolidated statement of comprehensive income.

Financial expenses for 2025 amounted to KZT 368 bln (USD 706 mln), reflecting a 6.3% increase compared to 2024. This growth was driven by higher interest expenses on loans and bonds amid the weakening of tenge vs the U.S. dollar.

Asset impairment

In 2025, impairment of property, plant and equipment, intangible assets, non-current advances for fixed assets and exploration expenses amounted to KZT 36 bln (USD 69 mln). Impairment of property, plant and equipment totalled KZT 15 bln (USD 30 mln), primarily related to the impairment of the seawater desalination plant and associated infrastructure in Zhanaozen. Impairment of exploration and evaluation assets amounted to KZT 20 bln (USD 39 mln), mainly associated with the Turgai Palaeozoic project, which accounted for KZT 19 bln (USD 36 mln).

Net profit

The Company's net profit declined by 2.0% compared to 2024, reaching KZT 1,072 bln (USD 2,056 mln). The decrease was attributable to a foreign exchange loss[1], higher production expenses and depreciation, depletion and amortization expenses, and lower other financial income[2].

The net profit, adjusted for the share in profit of joint ventures and associates, increased by 1.0% to KZT 1,277 bln (USD 2,449 mln).

Net profit for the reporting period attributable to the equity holders of the parent company amounted to KZT 1,040 bln (USD 1,996 mln).

Capital expenditures

Accrual-based capital expenditures amounted to KZT 682 bln (USD 1,309 mln), down 4.7%, reflecting lower capex:

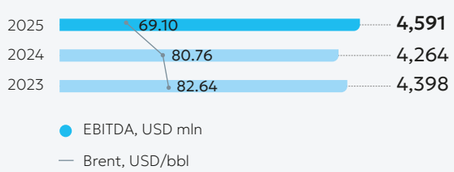
- in Oil and Gas Exploration and Production following the completion of stages of individual projects at Ozenmunaigas (Ak Su KMG), Kashagan and Dunga;
- at KMG's Corporate Centre, due to costs incurred for drilling the Abay well in 2024;
- in Refining and Trading of Crude Oil and Refined Products, primarily due to the KMG International refinery overhaul conducted in 2024.

Cash flow-based capital expenditures totalled KZT 668 bln (USD 1,281 mln), reflecting a 3.5% increase. This was mainly driven by higher expenditures on the acquisition of property, plant and equipment at KMG PetroChem, Pavlodar Refinery, Embamunaigas, and Ozenmunaigas.

EBITDA

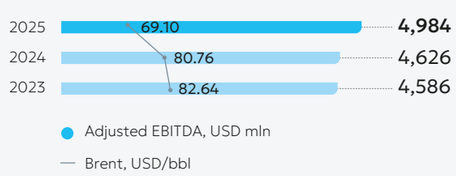
In 2025, EBITDA amounted to KZT 2,393 bln (USD 4,591 mln), representing a 19.6% increase. The improvement was primarily driven by revenue growth in Refining and Trading of Crude Oil and Refined Products and at KMG's Corporate Centre, and by a higher share in profit of joint ventures and associates across Oil and Gas Exploration and Production, Oil Transportation, and Refining and Trading of Crude Oil and Refined Products.

EBITDA for 2023, 2024 and 2025



The adjusted EBITDA, which reflects dividends received from joint ventures and associates instead of the share of profit of joint ventures and associates, amounted to KZT 2,598 bln (USD 4,984 mln), reflecting a 19.7% increase.

Adjusted EBITDA for 2023, 2024 and 2025



Given the vertically integrated operations of KMG, we analyse EBITDA broken down by the segments below. We analyse and report segmented information according to IFRS. Segment performance is evaluated based on revenues and net profit. The operating segments of KMG Group are structured and managed in a manner corresponding to the relevant types of products and services and encompass the strategic lines of business for different products and markets.

The Company's operations comprise four main operating segments: Oil and Gas Exploration and Production, Oil Transportation, Refining and Trading of Crude Oil and Refined Products, KMG's Corporate Centre, and other (oilfield service companies and other insignificant companies). KMG presents the Corporate Centre's activities separately, since KMG not only performs the functions of the parent company, but is also involved in operations (processing of crude oil at Atyrau and Pavlodar refineries, and further sale of oil products to both domestic and export markets).

[1] For the year ended 31 December 2025, the Company recorded a net foreign exchange loss of KZT 84 bln (USD 161 mln), reflecting the volatility of foreign currency exchange rates against the tenge.

[2] In 2024, the coupon rate of bonds acquired by Samruk-Kazyna in 2022 increased from 3.00% to 9.30%, leading to a significant modification. The difference between the carrying value and fair value of the bonds to be derecognised as at the date of modification, amounting to KZT 60 bln (USD 127 mln), was recognised in other financial income.

Asset structure

Oil and gas exploration and production	Oil transportation	Refining and trading of crude oil and refined products	Corporate Centre	Other
Ozenmunaigas (OMG) – 100%	KazTransOil (KTO) – 90%	Pavlodar Refinery – 100%	KMG's Corporate Centre	KMG Drilling & Services – 100%
Embamunaigas (EMG) – 100%	• Batumi Oil Terminal – 100%	Atyrau Refinery – 99.53%		Oil Services Company – 100%
Kazakhturkmunay (KTM) – 100%	• Kazakhstan–China Pipeline (KCP) – 50%	KMG International N.V. – 100%		Oil Construction Company – 100%
Urikhtau Operating (UO) – 100%	• MunaiTas North-West Pipeline Company (MT) – 51%	• Rompetrol Rafinare SA (Petromidia Refinery) – 54.6%		Ken-Kurylys- Service – 100%
KMG Barlau – 100%	Caspian Pipeline Consortium-R[1] (CPC-R) – 20.75%	• Rompetrol Rafinare SA (Vega Refinery) – 54.6%		Kazakh Gas Processing Plant (KazGPP) – 100%
KMG Engineering – 100%	Caspian Pipeline Consortium-K[1] (CPC-K) – 20.75%	KazMunayGas-Aero – 100%		KMG PetroChem – 100%
Dunga Operating GmbH (Dunga)[2]–60%	NMSC Kazmortransflot (KMTF) – 100%	PetroKazakhstan Oil Products[3] (PKOP) – 49.72%		KazRosGas (KRG) – 50%
Mangistaumunaigaz (MMG) – 50%		KC Energy Group – 49%		Kazakhstan Petrochemical Industries Inc. (KPI) – 49.5%
JV Kazgermunai (KGM) – 50%				KMG Nabors Drilling Company – 49%
Kazakhoil Aktobe (KOA) – 50%				KMG Parker Drilling Company – 49%
Ural Oil and Gas (UOG) – 50%				KMG Automation – 49%
PetroKazakhstan Inc. – 33%				TenizService – 48.996%
				Silleno[4] – 40%
Megaprojects:				
Tengizchevroil (TCO, Tengiz) – 20%				
Karachaganak Petroleum Operating[5] (KPO, Karachaganak) – 10%				
North Caspian Operating Company[6] (NCOC, Kashagan) – 16.88%				

Consolidation perimeter

1 19% is held directly by KMG, with 1.75% held through the Kazakhstan Pipeline Ventures LLC joint venture.
2 Dunga Operating GmbH is a 100% consolidated subsidiary that holds a 60% interest in the Production Sharing Agreement for the Dunga project.
3 49.72% is an indirect interest held through a 50% stake in Valsera Holdings B.V., which, in turn, holds a 99.43% interest in PetroKazakhstan Oil Products. For the purposes of assessing the production performance of Shymkent Refinery, PetroKazakhstan Oil Products' 50% interest in production is taken into account.

EBITDA by segment for 2023, 2024, and 2025

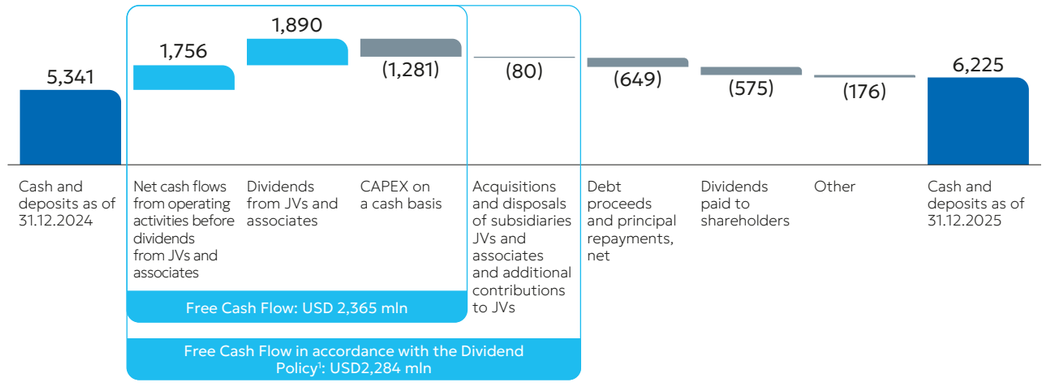
Segment	UoM	2023	2024	2025	Change
Oil and gas exploration and production	KZT mln	1,442,479	1,491,060	1,596,547	105,487
	USD mln	3,162	3,177	3,063	(115)
	%	72	74	67	(7 pp)
Oil Transportation	KZT mln	199,090	219,479	346,481	127,002
	USD mln	436	468	665	197
	%	10	11	15	4 pp
Refining and Trading of Crude Oil and Refined Products	KZT mln	397,248	371,741	480,614	108,873
	USD mln	871	792	922	130
	%	20	19	20	1 pp
Corporate Centre	KZT mln	(21,397)	(65,614)	(12,684)	52,930
	USD mln	(47)	(140)	(24)	115
	%	(1)	(3)	(1)	2 pp
Other	KZT mln	8,779	2,412	(12,425)	(14,837)
	USD mln	19	5	(24)	(29)
	%	0	0	(1)	(1 pp)
Elimination	KZT mln	(19,584)	(18,158)	(5,174)	12,984
	USD mln	(43)	(39)	(10)	29
	%	(1)	(1)	0	1 pp
EBITDA	**KZT mln**	**2,006,615**	**2,000,920**	**2,393,359**	**392,439**
	USD mln	**4,398**	**4,264**	**4,591**	**328**

Cash flows

Indicator	UoM	2023	2024	2025	Change
Net cash flows from operating activities	KZT mln	1,667,614	1,843,852	1,900,424	56,572
Net cash flows used in investing activities	KZT mln	(759,636)	(1,042,955)	(1,175,772)	(132,817)
Net cash flows used in financing activities	KZT mln	(604,362)	(780,560)	(681,273)	99,287
Effects of exchange rate changes	KZT mln	(15,942)	145,268	(61,633)	(206,901)
Change in allowance for expected credit losses	KZT mln	14	(27)	(12)	15
Net change in cash and cash equivalents	**KZT mln**	**287,688**	**165,578**	**(18,266)**	**(183,844)**
Net change in cash and cash equivalents	**USD mln**	**631**	**353**	**(35)**	**(388)**

4 KMG holds a 29.9% interest directly, with 10.1% held through its subsidiary, KMG PetroChem LLP.
5 KMG Karachaganak is a 100% consolidated subsidiary that holds a 10% interest in the Final Production Sharing Agreement for the Karachaganak project.
6 KMG Kashagan B.V. is a 100% consolidated subsidiary that holds a 16.88% interest in the North Caspian Production Sharing Agreement.

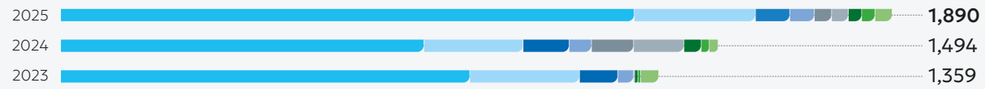
Sources and use of funds and free cash flow, USD mln



Cash and cash equivalents

As of 31 December 2025, consolidated cash and cash equivalents, including cash held in deposits, increased by 12.2% compared to 31 December 2024, reaching KZT 3,147 bln. In US dollar terms, the amount was at USD 6,225 mln, having increased by 16.6% compared to 31 December 2024.

Received dividends, USD mln



Companies	2023	2024	2025
Tengizchevroil	936	831	1,311
Caspian Pipeline Consortium	250	226	276
PETROSUN	86	104	
KC Energy Group			77
Kazgermunai	35	50	55
Mangistaumunaigaz		95	38
KazRosGas	1	114	37
PetroKazakhstan Inc.	6	38	29
Kazakhstan-China Pipeline	5	17	29
Other	40	19	38

[1] Free cash flow under the dividend policy = Net cash flows from operating activities minus acquisition of property, plant and equipment, intangible assets, investment property, and exploration and evaluation assets minus acquisition of subsidiaries, net of cash acquired plus proceeds from disposal of subsidiaries, net of cash disposed of plus proceeds from disposal of interests in joint ventures minus consideration paid in connection with acquisition of subsidiaries minus Additional contributions to joint ventures without changes in ownership.

Dividends received

Dividends received from joint ventures and associates increased by 40.5% to KZT 985 bln (USD 1,890 mln), compared to KZT 701 bln (USD 1,494 mln) in 2024. The main drivers of growth were higher dividends from TCO, rising from KZT 390 bln (USD 831 mln) to KZT 684 bln (USD 1,311 mln); from the CPC project, up 35.8% to KZT 144 bln (USD 276 mln); and increased dividends from KCP and Kazgermunai.

Dividends paid

In 2025, the Company declared and distributed dividends for 2024 in the amount of KZT 491.71 per share, totalling KZT 300 bln (USD 575 mln). In 2024, KMG declared and distributed dividends for 2023 in the amount of KZT 491.71 per share, totalling KZT 300 bln (USD 639 mln).

Indicator	UoM	2023	2024	2025	Change
Assets					
Property, plant and equipment	KZT mln	7,171,242	7,834,160	7,590,629	(243,531)
Investments in joint ventures and associates	KZT mln	4,821,427	5,378,513	4,933,962	(444,551)
Long-term bank deposits	KZT mln	63,891	74,329	73,271	(1,058)
Other non-current assets	KZT mln	1,447,504	1,641,975	1,761,943	119,968
Short-term bank deposits	KZT mln	997,012	1,513,816	1,875,464	361,648
Cash and cash equivalents	KZT mln	1,050,873	1,216,451	1,198,185	(18,266)
Other current assets	KZT mln	1,388,972	1,274,898	1,414,493	139,595
Assets classified as held for sale	KZT mln	180	505	498	(7)
Total assets	**KZT mln**	**16,941,101**	**18,934,647**	**18,848,445**	**(86,202)**
Total assets	**USD mln**	**37,269**	**36,058**	**37,285**	**1,226**
Equity and liabilities					
Total equity	KZT mln	10,396,614	11,924,284	12,386,325	462,041
Total equity	USD mln	22,872	22,708	24,502	1,793
Liabilities					
Non-current borrowings	KZT mln	3,365,736	3,644,111	3,243,524	(400,587)
Other non-current liabilities	KZT mln	1,644,533	1,922,569	1,806,204	(116,365)
Current borrowings	KZT mln	391,358	323,290	278,423	(44,867)
Other current liabilities	KZT mln	1,142,860	1,120,393	1,133,969	13,576
Total liabilities	KZT mln	6,544,487	7,010,363	6,462,120	(548,243)
Total liabilities	USD mln	14,397	13,350	12,783	(567)
Total equity and liabilities	**KZT mln**	**16,941,101**	**18,934,647**	**18,848,445**	**(86,202)**
Total equity and liabilities	**USD mln**	**37,269**	**36,058**	**37,285**	**1,226**

Debt management

KMG's total debt is represented by bonds and loans. The debt portfolio is mainly denominated in US dollars – the currency of principal incomes. Accordingly, the organic hedging effect of FX risk is achieved without the need to use derivatives.

Gross debt

KMG's total debt is primarily denominated in US dollars (69% as of 31 December 2025). During the reporting period, the Company reduced its debt by 7.8% in US dollar terms to USD 6,967 mln and by 11.2% in tenge terms to KZT 3,522 bln compared to 31 December 2024.

In October 2025, the Company issued yuan-denominated bonds with a nominal value of CNY 1,250 mln, a coupon rate of 2.95%, a yield of 3.15%, and a five-year maturity. The issue was registered on the Hong Kong Stock Exchange and the Astana International Exchange.

In December 2025, the Company made a partial early redemption of bonds listed on the London Stock Exchange with maturities in 2047 and 2048 and a nominal value of USD 500 mln.

Loans decreased by 29.0% to KZT 482 bln (USD 954 mln) as of 31 December 2025, reflecting full and partial repayments of loans by Atyrau Refinery and KMG International.

In 2025, Atyrau Refinery fully repaid its loan from Halyk Bank totalling KZT 65 bln, including interest.

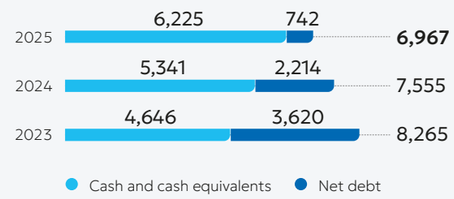
In 2025, KMG International partially repaid its loan from Bank of Tokyo-Mitsubishi UFJ, Ltd. in the amount of USD 76 mln (equivalent to KZT 40 bln), including interest.

In 2025, following notification from the Ministry of Energy of the Republic of Kazakhstan of the termination of the subsoil use contract for the Abay project, the Company derecognised a loan received from Eni Isatay totalling KZT 25 bln, including interest.

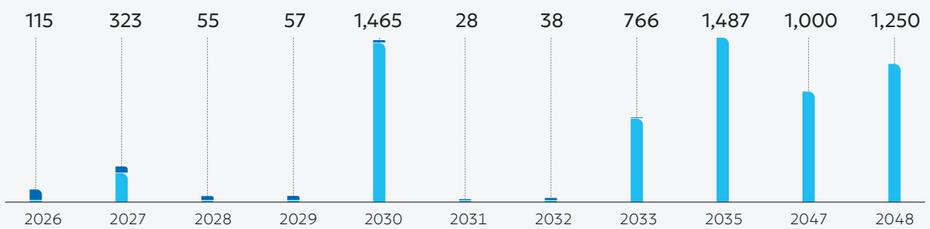
Net debt

Net debt as at 31 December 2025 stood at KZT 375 bln (USD 742 mln), a decrease of 67.7% in tenge terms and 66.5% in US dollar terms compared to 31 December 2024.

Total debt, USD mln



Debt repayment schedule (at face value)[1], USD mln



Companies	2026	2027	2028	2029	2030	2031	2032	2033	2035	2047	2048
Bonds	16	266	16	16	1,445	16	16	760	1,487	1,000	1,250
Loans	99	57	39	41	20	11	22	6	0	0	0

[1] Excluding KMG International credit lines, overdrafts, and trade finance (as of 31 December 2025).

Effective debt management

From a period of high leverage to a historically low net debt level

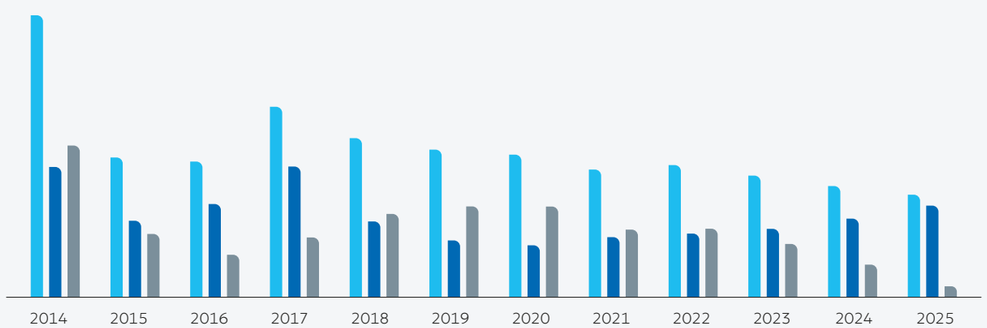
Background: building up leverage (2005–2014)

Between 2005 and 2014, KMG's leverage increased as the Company pursued a capital-intensive growth strategy. During that period, the Company allocated funding to acquiring major assets and implementing an investment programme, which included:

- participating in the North Caspian Project (Kashagan);
- acquiring Rompetrol (KMG International) and Pavlodar Refinery;
- acquiring a 10% interest in the Karachaganak project;
- implementing projects to upgrade three refineries;
- other investment projects.

Implementing this strategy laid the foundation for the Company's future operational growth, but also led to a significant increase in leverage. By the end of 2014, KMG's gross debt stood at approximately **USD 19.2 bln**, with net debt at **USD 10.3 bln.**

KMG's gross debt and net debt, USD mln



	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Gross debt	19,161	9,496	9,219	12,943	10,810	10,030	9,690	8,676	8,980	8,265	7,555	6,967
Cash and deposits	8,853	5,196	6,334	8,881	5,149	3,859	3,528	4,082	4,324	4,646	5,341	6,225
Net debt	10,308	4,300	2,885	4,062	5,661	6,171	6,162	4,594	4,655	3,620	2,214	742

A shift in the debt trajectory (2015)

In 2015, amid unfavourable pricing conditions, KMG faced increased liquidity pressure and the risk of breaching its financial covenants, which required a review of its approach to managing debt obligations.

With government support extended to KMG as **a strategically important national asset**, a comprehensive set of measures was implemented to optimise the Company's asset structure, generating USD 4.7 bln. This made it possible to:

- deconsolidate approximately USD 2.2 bln of debt;
- make an early redemption of USD 3.7 bln in Eurobonds.

These measures enabled KMG to stabilise its liquidity position and maintain compliance with its financial covenants.

Consistent deleveraging and financial discipline (2016–2025)

Beginning in 2016, KMG entered a phase of sustainable free cash flow generation. Improved operational performance – driven in part by the commissioning of new production facilities and the completion of key investment projects – laid the groundwork for a consistent deleveraging policy.

During this period, KMG implemented a range of systematic debt management measures, including:

- reducing the volume of borrowings through early redemption of Eurobonds and bank loans;
- optimising public debt terms, including a review and enhancement of the covenant package;
- making early repayments of oil prepayments;
- divesting non-core assets.

KMG's debt position in 2025: the result of its strategy

Historically low net debt

- Net debt: USD 742 mln
- Net Debt / EBITDA: 0.16x (in USD terms)

High level of liquidity

- Cash and deposits: USD 6.2 bln

Reputation as a reliable borrower

- Investment-grade credit rating
- Nearly 20 years of presence in international capital markets

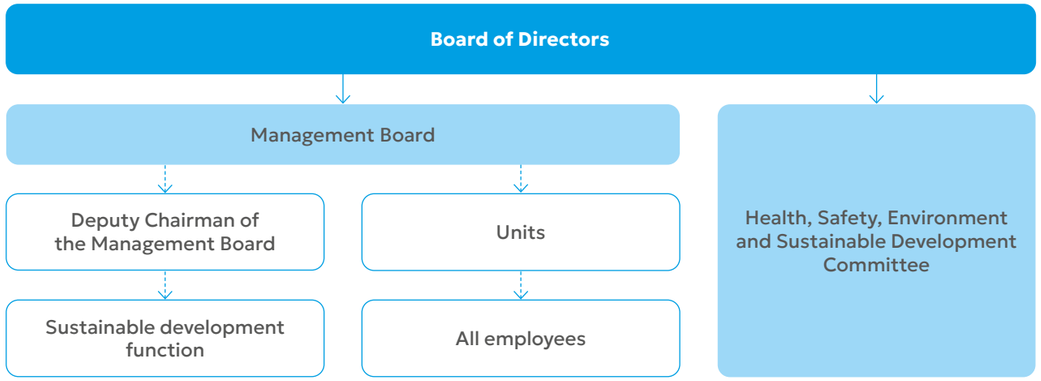
The consistent implementation of KMG's financial policy, supported by the government, has enabled the Company to significantly reduce its leverage while maintaining a balanced approach to investment and debt management. KMG remains committed to a conservative debt policy and financial stability in accordance with its 2021 financial strategy.

Ensuring sustainable development

Sustainability management

In its 2022–2031 Development Strategy, KMG identifies sustainability and gradual reduction in carbon intensity of production as one of its strategic goals. To that end, all our business processes and decision-making embed sustainability principles.

Approach to sustainability management



The Board of Directors of KMG engages in strategic oversight and control over implementation of sustainable development principles. It also approves the Company's annual Sustainability Report.

The Health, Safety, Environment and Sustainable Development Committee (HSE&SD) of the Board of Directors considers and manages sustainability matters, develops recommendations on sustainability policy, annual Sustainability Report, action plans and other internal documents on sustainability that fall within the remit of the Board of Directors, implements ESG aspects of sustainable development, builds a governance system to oversee sustainability, defines sustainability goals and KPIs, monitors KMG's progress in the area of sustainability, and integrates sustainability into KMG's key processes.

The Management Board is responsible for proper execution and implementation of the Company's sustainability principles, policies, standards, and action plans. It also monitors KMG's sustainability activities and progress against goals and KPIs in this area.

Deputy Chairman of the Management Board responsible for sustainable development coordinates approaches to achieve goals and KPIs in sustainability initiatives and oversees the preparation of sustainability reports and the implementation of corporate sustainability standards.

The sustainable development function of KMG's Strategy and Efficiency Management Department is responsible for initiating, coordinating and implementing the sustainable development management system, supporting its integration into the Company's business, providing methodology support in sustainability matters, annual preparation and approval of the Sustainability Report, assisting the Company's units as needed in identifying and managing sustainability risks and in developing a stakeholder map and ways of interaction, and engaging with rating agencies on matters related to the assignment and maintenance of the Company's ESG rating.

Units of KMG are responsible for implementing the sustainable development management system, analysing external and internal factors, identifying sustainability risks, developing a stakeholder map and ways of interaction, running sustainable development initiatives, and preparing information for the Sustainability Report as per international standards.

All employees of KMG, at their respective level, implement sustainability principles and activities by acting as role models and following respective policies and standards.

Key documents that govern sustainability at KMG

E Environmental

- Environmental Policy
- Energy Policy
- Emissions Management Policy
- Site Closure and Land Reclamation Policy for Exploration Sites and Fields
- 2060 Low-Carbon Development Programme
- Corporate Water Resources Management Standard
- Waste management standard
- Environmental Impact Assessment Standard

S Social

- Occupational Health and Safety Policy
- Policy on Safe Operation of Land Vehicles
- Human Rights Policy
- HR Policy
- Youth Policy
- Code of Corporate Social Responsibility
- Corporate Standard for Occupational Health and Hygiene Management
- Corporate Standard for Process Safety Management
- Corporate Standard for Engaging Contractors on HSE
- Corporate Unified Occupational Health Management System
- Regulations on Emergency Medical Care
- Life-Saving Rules, a corporate health and safety standard for KMG Group employees

G Governance

- Corporate Governance Code
- Sustainable Development Policy
- Sustainable Development Concept
- Code of Business Ethics
- Anti-Corruption Standards
- Anti-Corruption Policy
- Information Security Policy
- Regulations on KMG Oil Supplies to International Market
- Economic Security Regulations
- Quality Policy
- Quality Manual
- Rules for Assessing Customer Satisfaction
- Rules for Planning Oil Refining and Production of Oil Products at KMG Group
- Regulations for Consideration of Appeals Regarding Violations of the Laws of the Republic of Kazakhstan, Internal Documents of KMG and Its Subsidiaries
- Model Regulations on the Ombudsman of Subsidiaries and Affiliates of KMG Group
- KMG Corporate Conflict Resolution Rules

Sustainable development KPIs for the management

In order to deliver against strategic sustainability targets for 2025, the following motivational KPIs were approved for the Chairman of the Management Board (corporate KPIs) related to the introduction of the sustainable development management system:

- implementation of investment projects, including sustainability projects (a new hybrid power plant with a capacity of 247 MW to be constructed jointly with Eni);
- a comprehensive OHS indicator aimed at reducing LTIR, identifying unsafe workplace conditions and hazardous factors, and ensuring that this information is clearly communicated across the Group.

For Deputy Chairmen of the Management Board and heads of units, the following sustainability KPIs were approved for 2025:

- implementation of investment projects, including a number of sustainability projects;
- reduction in the number of days of production downtime at subsidiaries and affiliates of KMG in the Mangistau Region resulting from strikes by employees of KMG subsidiaries and affiliates and their contractors;
- improvement of the social infrastructure of KMG subsidiaries and affiliates through the construction and repair of socially significant facilities;
- CDP rating;
- ESG rating;
- approval of priority environmental projects;
- Non-Work-Related Fatality Rate (NWRF[1]);
- completion of Qorgau cards at subsidiaries and affiliates;
- delivery of master classes on emergency response organisation and preparedness;
- emergency drills to eliminate the consequences of major accidents and emergencies at hazardous production facilities;
- implementation of measures to improve the efficiency of electricity planning and consumption at subsidiaries and affiliates;
- implementation of the action plan for the Year of Working Professions across KMG Group;
- implementation of the action plan for the HR Policy of KMG;
- automation of HR processes at KMG's Corporate Centre;
- development of KMG's Corporate Well-being Programme.

ESG rating

Since 2023, KMG's Board of Directors has been approving the ESG risk rating as one of the functional KPIs, reflecting the Company's intent to manage material ESG risks and commitment to sustainability principles in the international oil and gas market. Achievement of this KPI implies addressing the key ESG matters within KMG Group.

In 2025, KMG retained its ESG rating of BBB from the MSCI rating agency, which aligns with the average level within the industry. The Company demonstrates steady progress in biodiversity management and in employee health and safety. At the same time, performance remains at an average level across a number of environmental and social topics, with weaker positions in the areas of corporate governance, engagement with the public and local communities, and management of pollutant emissions and waste.

The key ESG challenges for KMG are reducing emissions and waste, carrying on with the Low-Carbon Development Programme, placing a stronger focus on public relations, and aligning its corporate governance system and business ethics with best global practices.

The action plan to improve KMG's ESG rating includes 43 measures that cover and factor in environmental and social risks for the business, as well as corporate governance risks for the Company.

Annual measures to improve KMG's ESG risk rating:

- disclose information through the Carbon Disclosure Project (CDP) questionnaire;
- disclose information on activities and risks related to climate change and its impact on the Company in KMG's reports and on the Company's website;
- disclose information on water balance and water consumption intensity as part of KMG's reporting;
- calculate water intensity indicators and disclose them as part of KMG's reporting;
- disclose raw gas flaring initiatives as part of KMG's reporting;
- disclose information on the management of offshore wells in KMG's reports and on the Company's website;
- disclose information on site closure and land reclamation across exploration sites and fields as part of KMG's reporting and on the Company's website;
- disclose information on the development and engagement of local communities in the regions of operation as part of KMG's reporting and on the Company's website;
- disclose information on human capital and development programmes in KMG's reports and on the Company's website;
- disclose LTIR (for employees and contractors) and FAR;
- as part of KMG's reporting, disclose information on the composition, independence, and diversity of the Board of Directors, including an assessment of the Board's performance and that of its committees as well as their make-up in terms of gender, nationality, citizenship, average tenure, and professional experience of Board members;
- disclose and break down the remuneration of each member of the Board of Directors and the Chairman of the Management Board of KMG as part of KMG's reporting;
- disclose information on corporate KPIs and their respective weights as part of KMG's reporting;
- disclose information on taxes in accordance with the relevant GRI standard and the Country-by-Country Reporting initiative under OECD Action 13.

[1] Non-Work-Related Fatality.

Measures taken to improve KMG's ESG risk rating in 2024–2025:

- approve KMG's 2060 Low-Carbon Development Programme (done);
- approve and implement the action plan for the 2060 Low-Carbon Development Program (done);
- revise the technology loss and flaring rates set out in the production flow charts of Atyrau, Pavlodar, and Shymkent refineries and the applicable national standards to reduce these rates using the latest calculation methods (done);
- introduce the World Bank's Zero Routine Flaring by 2030 initiative;
- develop the Site Closure and Land Reclamation Rules for Exploration Sites and Fields of KMG (done);
- conduct a feasibility study for the production of blue hydrogen (done);
- draft a Water Resource Atlas for producing green hydrogen (done);
- update the Human Rights Policy (done);
- update and approve KMG's HR Policy (done);
- update and implement KMG Group's 2023–2027 HSE Improvement Roadmap (done);
- update the Rules for Reporting Key Health and Safety Indicators at KMG and Its Subsidiaries and Associates as regards the selection of contractors for the purposes of LTIR and FAR calculations (done);
- elect members of the Nomination and Remuneration Committee exclusively from among the independent directors of KMG (done);
- update and approve the Procedure for Assessing Performance of Executives, Managers, Head of Internal Audit, Corporate Secretary, Head of Compliance, and Ombudsman with due consideration of the sustainability KPIs (done);
- complete certification audit under ST RK ISO 37001 (Anti-Bribery Management Systems – Requirements and Guidance for Use).

Measures in progress to improve KMG's ESG risk rating:

- draft and approve the Water Resources Management Programme with measurable targets and deadlines to curtail water use;
- develop a Biodiversity Programme, setting goals and action timelines related to preserving biodiversity in collaboration with local and international conservation organisations;
- set relevant emission reduction targets;
- introduce a pilot project to deploy carbon capture, utilisation, and storage (CCUS);
- draft and approve the Programme for Development and Engagement of Local Communities in the Regions of Operation;
- draft the Human Rights Programme;
- carry out a human rights impact assessment;
- implement the Green Office project and roll it out across subsidiaries and associates;
- increase the share of women on the Board of Directors and the Supervisory Boards to 30% on a step-by-step basis;
- update and approve the KMG Board of Directors' Succession Policy that supports diversity;
- develop and approve the procedure for terminating the powers of the Chairman of the Management Board.

KMG places significant emphasis on enhancing its sustainability culture. Accordingly, regular training courses on sustainability are conducted for employees of the Company's Corporate Centre, subsidiaries, and associates.

Commitment to UN Global Compact principles and the Company's contribution to Sustainable Development Goals

KMG's approach to sustainable development is based on aligning the Company's interests and plans with the basic principles of the UN, universal human values, global trends, and development priorities in Kazakhstan

KMG reiterates its commitment to all the
10
principles of the UN Global Compact.

KMG is committed to all the
17
Sustainable Development Goals of the United Nations (UN SDGs).

We prioritise
10 SDGs and
23 targets
in line with our strategic goals and priorities and report on our contribution to their achievement.

Implementation of sustainable development goals at KMG

SDGs	Priority targets		KMG's contribution
Ensure healthy lives and promote well-being for all at all ages	3.6. Reduce the number of deaths and injuries from road traffic accidents		**Travel Management project:** implementation of a transport management system with an emphasis on traffic safety. **2025 highlights** • The Travel Management project went live. As part of the project, 120 employees across three oilfield service subsidiaries of KMG Group – Oil Services Company, Oil Construction Company, and Oil Transport Corporation – were trained to work in the Travel Management system. • A total of 1,592 employees of KMG subsidiaries and associates and 3,410 contractor employees received training in the Defensive Driving course. • A total of 20,073 employees of KMG subsidiaries and associates and 2,321 contractor employees took part in a practical demonstration on how to use seat belts.
	3.8. Achieve health coverage, including access to quality essential healthcare services, and access to safe, effective, quality, and affordable essential medicines and vaccines		**2024–2028 Personnel Health Improvement Programme:** monitoring the condition of employees with chronic diseases, prevention, innovative methods of pre-shift examinations, improving the availability and quality of medical care. Health insurance: regular medical examinations and vaccination of employees. **2025 highlights** • 21,546 employees received training in workplace first aid (paramedic skills). • 100% of KMG employees are covered by the health insurance programme.
	3.9. Substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination		**Implementation of a comprehensive set of measures to monitor and reduce occupational health risks and prevent the adverse impact of polluting factors** Annual industrial sanitary and epidemiological control is conducted at subsidiaries and affiliates through procured services, covering testing of drinking water, workplace air quality, microclimate conditions, and other assessments to ensure safety and harmlessness to humans and the environment.
Achieve gender equality and empower all women and girls	5.1. End all forms of discrimination against all women and girls everywhere 5.5. Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life		**Implementation of the Women's Empowerment Principles (WEPs), including self-assessment of the gender gap and disclosure of gender composition** In 2025, KMG completed a WEPs self-assessment. **Strict compliance with the labour laws of Kazakhstan regarding non-discrimination** For more details, see **p. 179** **JanAru educational programme** To promote the professional and personal development of women, support gender policy, and mark the Year of Working Professions, the JanAru educational programme was delivered for women in working professions within the oil and gas industry. **Increasing the share of women in the top management of KMG Group companies to 30% by 2030** In 2025, the share of women on the boards of directors and supervisory boards across KMG Group stood at 13.1%.

SDGs	Priority targets		KMG's contribution
Ensure access to affordable, reliable, sustainable and modern energy for all. Improve energy efficiency of operations Increase the share of renewable energy	7.1. Ensure access to affordable, reliable and modern energy services		Improving energy efficiency through equipment modernisation and the introduction of automated metering systems Renewable energy development: wind farm projects (1 GW) in partnership with TotalEnergies Renewables and Qazaq Green Power and a hybrid power plant (247 MW) in partnership with Eni **2025 highlights** • Measures to reduce energy consumption; For more details, see **p. 164-166** • Development of renewable energy. For more details, see **p. 158**
	7.2. Expand infrastructure and upgrade technology for supplying modern and sustainable energy services		Achieving an 15% share of green energy in our energy procurement by 2031. In 2025, 10,000 International Renewable Energy Certificates (I-REC) were purchased. Production of sustainable aviation fuel (SAF) based on ethanol For more details, see **p. 160**
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	8.5. Achieve full and productive employment and decent work for women and men, including for young people and persons with disabilities, and equal pay for work of equal value		KMG employs about 49 thous. people[1], 82% of them are men and 18% are women. For more details, see **p. 177-188**
	8.6. Substantially reduce the proportion of youth not in employment, education or training		The Company implements recruitment and development programmes for young professionals skilled in production occupations. For more details, see **p. 185-186**
	8.8. Protect labour rights and promote safe and secure working environments for all workers		• KMG Group provides social benefits to its employees in line with collective bargaining agreements and internal regulations. KMG Group's collective bargaining agreements provide for more than 70 types of social benefits. • Code of Employees' HSE Leadership and Commitment • Qorgau Card KMG is implementing a programme aimed at identifying and preventing unsafe working conditions. The objective is full implementation and use of Qorgau cards. In 2025, a total of 12,530 Qorgau cards were completed.
Build resilient infrastructure, promote sustainable industrialisation and foster innovation	9.1. Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being		**Development and implementation of the ABAI information system to centralise all production information across KMG Group and process it using artificial intelligence and machine learning** **2025 highlights** • The Waterflood Management module is being rolled out across Ozenmunaigas fields; • Work is underway to develop, test, and implement the Waterflood Management module for Kazakhoil Aktobe and test the Digital Rating of New Wells module for Mangistaumunaigaz (Zhetybai field); • Pilot projects in the fields of industrial safety and digital monitoring are underway, including the TUMAR automated information system and predictive equipment failure analytics solutions at the refineries.
	9.4. Upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes		The 2060 Low-Carbon Development Programme was approved, with its action plan updated in 2025 and the focus areas for energy efficiency improvement identified. For more details, see **p. 156-166**

[1] Full-time employees.

SDGs	Priority targets		KMG's contribution
Make cities and human settlements inclusive, safe, resilient and sustainable	11.6. By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management		**Taza Qazaqstan environmental campaign** The Taza Qazaqstan national campaign initiated by President Kassym-Jomart Tokayev aims to improve the environment in Kazakhstan **Participation in the Taza Qazaqstan campaign:** 282 clean-ups were held involving over 9 thous. people For more details, see **p. 169** In 2025, KMG Group planted more than 263.7 thous. trees in the regions where it operates, as well as 150 thous.. pine seedlings as part of reforestation in the Kostanay Region. In October 2025, the technical opening of a KMG park took place in Astana, where more than 1.3 thous. trees were planted. For more details, see **p. 170** **Implementation of the best available technologies aimed at gradual reduction of environmental impact** For more details, see **p. 170-172** **Drafting a programme to bring down pollutant emissions** For more details, see **p. 171-172** **Introducing the World Bank's Zero Routine Flaring by 2030 initiative** For more details, see **p. 169, 172** **Development of green offices and separate waste collection** Corporate green initiatives are being actively actively advanced, with green office principles – including waste separation, water conservation and energy saving – rolled out in stages across office facilities. For more details, see **p. 170-173**
Ensure sustainable consumption and production patterns	12.4. By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimise their adverse impacts on human health and the environment		**Waste management standard** The Company has approved a waste management standard for KMG Group. For more details, see **p. 173**
	12.5. By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse		**Programme to dispose of legacy oil waste** For more details, see **p. 173**
	12.6. Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle		**Water Resources Management Programme** A draft of KMG Group's Water Resources Management Programme was developed, including action plans for subsidiaries and associates. Approval of the Programme is planned by the end of 2026. **Carbon Disclosure Project** The Company calculates its water footprint and posts its Corporate Questionnaire on the CDP website. For more details, see **p. 173**

SDGs	Priority targets		KMG's contribution
Take urgent action to combat climate change and its impacts	13.2. Integrate climate change measures into policies, strategies and planning		**Action plan to implement the LCDP 2060.** For more details, see **p. 156** **Reduction of methane emissions** For more details, see **p. 159** **Joining Oil and Gas Methane Partnership 2.0** For more details, see **p. 159** **Forest-climate projects** For more details, see **p. 161**
	13.3. Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning		The Company calculates its carbon footprint and posts its Corporate Questionnaire on the Carbon Disclosure Project website. For more details, see **p. 162-164**
Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation, and halt biodiversity loss	15.3. Combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world		**Construction of a desalination plant in Kenderly with a daily capacity of 50 thous. m³** In October 2025, the plant was put into operation, with subsequent transfer to local executive authorities. **Land remediation** The Company is working to restore contaminated land and reduce discharges of pollutants.
	15.5. Take significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and protect and prevent the extinction of threatened species		**Mitigation hierarchy to manage biodiversity risks** **Biodiversity Conservation Programme** A draft Biodiversity Conservation Programme was developed. Approval of the Programme is expected in 2026.
Strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development	17.1. Strengthen domestic resource mobilisation, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection 17.16. Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries 17.17. Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships		KMG makes tax disclosures in accordance with the relevant GRI standard **and the Country-by-Country Reporting initiative under OECD Action 13**. KMG actively cooperates with international agencies and intergovernmental organisations in implementing sustainable development projects. The Company is a member of international forums and initiatives, including the International Association of Oil and Gas Producers (IOGP), Carbon Disclosure Project (CDP), Global Reporting Initiative (GRI), and Oil and Gas Methane Partnership 2.0 (OGMP 2.0).

For more details on KMG's contribution to the UN SDGs, see our annual Sustainability Report published in line with GRI standards. The Report is available on the Company's website at https://www.kmg.kz/en/sustainable-development/.

Stakeholder engagement

Engagement approach and principles

KMG strives for openness, transparency, and mutually beneficial cooperation with stakeholders. Key principles:

- **Transparency**: providing reliable information in compliance with international standards.
- **Dialogue**: building constructive relationships and taking into account stakeholder expectations.
- **Sustainable development**: integrating environmental, social, and governance agenda into business processes.

Stakeholder group	Principles	Methods of engagement	Initiatives
Shareholders	Openness, honest dialogue.	• Feedback channels (email, telephone); • Annual General Meeting of Shareholders; • Face-to-face meetings and consultations.	• Publishing annual reports on the corporate website; • Investor Day on the KASE.
Investment community For more details, see the Shareholder and Investor Relations section	Transparency and regulatory compliance.	• Providing access to financial results on the website; • Semi-annual and quarterly presentations; • Organising roadshows and conference calls.	• Publishing press releases; • Organising meetings and information sessions.
Government and local authorities	Efficient implementation of national objectives, partnership.	• Participation in working groups; • Performance against instructions; • Direct correspondence.	• Reporting on social and environmental performance.
Associations, local communities, public organisations	Active involvement, support for social projects.	• Participating in public councils and working groups; • Disclosing information in mass media and on the corporate website.	• Implementing corporate social responsibility programmes; • Publishing sustainability reports.
Mass media	Transparency, reliability.	• Press releases; • Holding briefings and press conferences; • Timely coverage of events and activities on social media.	• Organising press tours and information sessions; • Response to mass media's queries.
Subsidiaries and associates	Direct and specific communication.	• Meetings involving managers; • Business trips to assets; • Direct correspondence.	• Access to information; • Giving instructions; • Information letters.
Customers, suppliers, partners, other organisations	Agreements entered into in good faith and on arm's length conditions.	• Entering into agreements.	• Access to information; • Distribution of press releases.
Trade unions and employees	Equal opportunities, support for employee development.	• Employee performance evaluation; • Insights into employee satisfaction and engagement.	• Holding internal surveys and meetings; • Implementing labour productivity management systems.

Upholding human rights

KMG is committed to sustainable business development, with a strong focus on both financial and social performance.

We are dedicated to upholding internationally recognised human rights, as enshrined in the International Bill of Human Rights and the International Labour Organisation's labour standards, and implementing the UN Guiding Principles on Business and Human Rights.

KMG staunchly upholds the requirements of labour legislation in the Republic of Kazakhstan, ensuring compliance with its provisions, which prohibit any forms of labour discrimination against individuals based on their origin, social status, position, wealth, gender, race, nationality, language, religion, beliefs, place of residence, age, physical disabilities, or affiliation with public associations.

We make no use of child or forced labour and acknowledge the equal rights of all employees, regardless of their race, religion, or gender.

No instances of discrimination were reported in 2025.

In April 2025, KMG's Board of Directors approved an updated Human Rights Policy.

For more details on this policy, see the Corporate Documents section on the Company's website.

We undertake the following human rights commitments:

- respecting human rights in accordance with international standards;
- introducing programmes to address human rights issues within the industry, with the approval by the senior management of KMG and its subsidiaries and associates;
- monitoring and reporting the impact of business activities on human rights;
- following established procedures for handling complaints and grievances at KMG;
- providing remedies and legal protection to mitigate or alleviate any negative impacts;
- exercising due care in relation to human rights by monitoring the impact of business activities on human rights and preparing relevant reports;
- ensuring that employees have access to legal protection to address any negative impacts of business activities on human rights;
- communicating KMG's expectations regarding human rights to employees and third parties.

For more details on human rights protection, see the Company's Sustainability Report.

Climate

Low-Carbon Development Programme

Considering the importance of the climate agenda and supporting national goals to achieve carbon neutrality by 2060 and reduce GHG emissions by 15% from the 1990 level, KMG intends to focus on a moderate, balanced, and consistent decarbonisation of its operations.

To address this challenge, in November 2024 KMG's Board of Directors approved KMG's Low-Carbon Development Programme 2060 ("LCDP 2060"), replacing the LCDP 2031, which had been in place since 2021. The LCDP 2060[1] provides for delivering on the targets to reduce CO_2 emissions from the 2019 levels by 15% by 2031 and to lower GHG emissions by 64% by 2060. As part of the programme, we drafted and approved the Action Plan 2060 (the "Action Plan"). The Action Plan includes a number of initiatives aimed at reducing GHG emissions and focused on four areas: energy efficiency, renewable energy, methane monitoring, and organisational measures.

Key indicators of KMG's Low-Carbon Development Programme 2060

Key indicators	Baseline year indicator in 2019	Indicator in 2027	Target indicator in 2031	Target indicator in 2060
Reduction in direct and indirect CO_2 emissions (Scope 1+2)	10.7 mln tonnes of CO_2e	10.7 mln tonnes of CO_2e (0%)	9.1 mln tonnes of CO_2e (-15%)	3.4 mln tonnes of CO_2e (-64%)
Reduction of methane emissions	54.2 thous. tonnes of CH4	56.9 thous. tonnes of CH4 (-20%)	36 thous. tonnes of CH4 (-32%)	2 thous. tonnes of CH4 (-96%)
Reduction of carbon intensity	–	0%	–15%	–60%
Reduction of methane intensity, tonnes of CH_4 / thous. tonnes per year	3.28	2.62	1.6	0.29
Lower energy consumption	–		–15%	–60%
Share of renewable energy sources in KMG's electricity consumption mix vs the baseline	0.005% (211 MWh)	10%	15%	50%
CO_2 injection using the CCUS technology, thous. tonnes	–	–	9	421
CO_2 injection in blue hydrogen production, thous. tonnes	–	–	–	172
SAF production, thous. tonnes per year	–	–	40	1,440

[1] For KMG's Low-Carbon Development Programme 2060, follow this link: https://www.kmg.kz/upload/iblock/f55/wtrbv6qea1jg2o68wij96exydwn30nx8/LCDP_2060_%20ENG%20-FINAL.pdf.

The programme seeks to systematise the Company's decarbonisation efforts and includes three low-carbon development scenarios through 2060:

Development scenarios	Targets for reducing GHG emissions by 2060	Initiatives
Realistic development scenario (energy efficiency and renewable energy sources (RES))	–48%	• Energy efficiency and energy-saving initiatives at subsidiaries and associates • Launch of two large renewable energy projects with a total capacity of 1.2 GW in the Mangistau and Zhambyl regions
Green development scenario	–58%	• Significant increase in the share of renewable energy • Forest-climate offset[1] project • Organic reduction of emissions through operational excellence and upgrades of production facilities • Inorganic reduction through the construction of RES facilities and/or purchase of clean energy with subsequent distribution within KMG Group
Deep decarbonisation scenario (innovations and offsets)	–64%	• Energy efficiency measures at subsidiaries, construction of two RES facilities, and increasing the share of renewable energy • Carbon capture, utilisation, and storage (CCUS) projects. • Hydrogen energy development • Sustainable aviation fuel (SAF) • Carbon footprint offsetting through carbon sequestration in forest-climate offset projects and acquisition of offset credits and certificates

Renewable energy development
KMG is actively developing renewable energy projects in partnership with Total Eren and Eni. These initiatives seek to reduce the carbon footprint, ensure a reliable power supply to production facilities, and diversify the Company's business portfolio. We plan to build RES facilities with a total capacity of 1.24 GW in the Zhambyl and Mangistau regions.

The Company also seeks to increase the share of renewable energy in its consumption. In 2025, electricity consumption from renewable energy sources totalled 37,230.9 thous. kWh. 10,000 I-REC certificates were purchased.

In 2025, PetroKazakhstan Oil Products and Caspi Bitum solar panels generated 151.1 thous. kWh of electricity for street lighting.

[1] Carbon offsetting.

Renewable energy projects

Zhanaozen hybrid power plant

KMG and Eni are jointly implementing a hybrid power plant construction project. The project will be Kazakhstan's first hybrid solution combining three types of generation: wind (77 MW), solar (50 MW), and gas (120 MW).

It will integrate renewable energy generation (wind and solar) with a gas power plant. This format will reduce CO_2 emissions and ensure stable energy supply by using gas manoeuvrable capacity to compensate for the variable generation from renewable energy sources.

The project is designed to provide reliable energy supply to KMG facilities in the region and will create up to 800 temporary and 70 permanent jobs.

Current status
In September 2025, the 50 MW solar power plant successfully passed comprehensive testing and was officially launched on 27 September with the participation of KMG and Eni leadership. Design, construction and installation work for the gas power plant is in progress. The plant is planned to reach its full design capacity by the end of 2026.

Wind power plant in the Zhambyl Region (Mirny project)

KMG and TotalEnergies are jointly developing a 1 GW wind power plant with a 300 MW / 600 MWh energy storage system. The project aims to improve power supply reliability in the southern regions and is expected to cut CO_2 emissions by over 2 mln tonnes annually.

The feasibility study and wind surveys are now complete, engineering design is in its final stages, and conditional letters of award have been signed with key equipment suppliers. Commissioning is scheduled for 2028.

Introduction of methane management
KMG pays special attention to reducing methane emissions as a potential tool to spearhead a carbon offset policy and minimise carbon footprint.

KMG joined the OGMP 2.0 methane emissions reporting framework. Under OGMP 2.0 requirements, companies must report methane emissions annually, with reporting levels ranging from the basic Level 1 to Level 5 – the Gold Standard. KMG has submitted two reports (for 2023 and 2024) on methane emissions at Level 3.

In September 2025, KMG Engineering purchased specialised equipment – an optical gas imaging (OGI) camera for monitoring methane leaks. Personnel at one of the subsidiaries were simultaneously trained in its use.

KMG Group approved the Working Instruction on Methane Leakage Management and developed a draft corporate standard aimed at unifying approaches and improving control efficiency.

Work continues to establish the baseline level of methane emissions at subsidiaries and affiliates. With support from international companies and consultants, instrumental measurements of methane leaks were carried out at Kazgermunai, Embamunaigas, and Mangistaumunaigaz. In autumn 2025, partial aerial monitoring of methane leaks was conducted by aircraft with support from the Oil and Gas Climate Initiative (OGCI).

A number of training sessions and workshops on methane emission management were held for experts from subsidiaries and associates, covering quantitative assessment, gas utilisation, identification of key leak sources and elimination methods.

KMG is also cooperating with the Ministry of Ecology and Natural Resources of Kazakhstan on methane emission regulation. In February 2025, the Company submitted a package of proposals to the Ministry aimed at improving state policy in this area.

To reduce methane emissions, a pilot project is being implemented at Embamunaigas in partnership with Vema Carbon to reduce methane leaks with subsequent production of carbon units for the voluntary market.

Providing annual reporting on methane emissions, conducting measurement campaigns, implementing the LDAR programme for methane leakage detection and repair, and satellite monitoring are the key elements of KMG's methane management set to reduce methane emissions looking forward.

CCUS project
Screening of CO_2 emissions was carried out in the Atyrau and Mangistau regions. The concept of a pilot plant with a capacity of 10–20 thous. tonnes of CO_2 per year based at Embamunaigas's gas treatment unit was studied. The results showed that under current macroeconomic conditions, the project requires additional incentives and regulatory support.

As part of efforts to reduce the carbon footprint, work has begun to identify potential traps for CO_2 injection. The emission sources under consideration are the plants within the Downstream segment. Specific injection sites will be determined based on study results.

The need for the project stems from previous research and development work, which highlighted the need to verify the correctness of trap selection and assess their actual capacity for CO_2 storage. To that end, a set of laboratory and pilot tests is planned to capture and inject CO_2 into the reservoir.

Implementation of the project is expected to refine the pre-existing geological model (S. Nurzhanov field), obtain the necessary data to make an informed decision on transitioning to pilot tests, and implement a pilot project using modular installations in partnership with Shell.

In 2026, the Company plans to establish a unified CCUS database, including CO_2 emission sources and potential geological traps for injection. Work will continue on technology selection and establishing partnerships with international companies, securing external funding sources, and preparing applications. The Company also plans to promote changes to the regulatory framework in collaboration with government bodies and industry associations.

Hydrogen energy development
KMG strategically positions itself in the hydrogen market by applying a step-by-step approach.

Key areas of activity include the production of blue hydrogen with carbon dioxide capture, use of renewable sources for green hydrogen production, and R&D of new technologies for hydrogen storage and transport.

A comprehensive programme of research and applied work on hydrogen technology development has been carried out, including the development of materials for hydrogen storage, the creation of digital tools for assessing hydrogen production potential, the implementation of pilot projects, and the study of prospects for various types of hydrogen.

As part of developing the Hydrogen Atlas of Kazakhstan, an assessment of green hydrogen production potential in the western, central, and northern regions was conducted, environmentally friendly water intake points were identified, and the systematisation of data on water resources and renewable energy sources was completed. Analysis of flood and wastewater use demonstrated the prospects for utilising municipal wastewater in the cities of Astana, Shymkent, and Kostanay. An algorithm for automatic calculation of parameters to determine hydrogen production potential has been created.

Together with Green Spark, the first full-cycle pilot project in Kazakhstan for the production and use of green hydrogen is being implemented in Atyrau, with the aim of powering the KMG Engineering laboratory building with solar energy and hydrogen. Industrial safety approvals have been received and solar panels with a capacity of 200 kW have been installed. The expected benefits of the project include preventing up to 180 tonnes of CO_2 emissions per year, energy savings of 280 thous. kWh per year, and a payback period of up to two years. The solution is planned to be scaled to other KMG subsidiaries and affiliates.

A feasibility study on the production of blue hydrogen and its derivatives has been completed. The potential of natural (white) hydrogen is being assessed: production projects in the USA, China, and Africa have been analysed, and work is under way to conclude an NDA with Terra-A. In May of the reporting year, the third annual seminar on hydrogen energy was held online, for the first time covering not only KMG Group employees but also external participants – approximately 100 people in total.

In 2026, the Company plans to file an application to register intellectual property rights for the developed digital platform for hydrogen energy, which will provide legal protection and enable further scaling of digital solutions. The pilot project for the production and application of green hydrogen will continue to be rolled out to other KMG subsidiaries, taking into account the results of implementation in Atyrau. An international training seminar is also planned to expand professional competencies and exchange experience in the field of hydrogen technologies and low-carbon solutions. The Samgau project will continue developing materials for hydrogen storage, preparing scientific publications, and conducting research aimed at improving the efficiency and sustainability of technologies. In addition, applications for R&D in new areas of hydrogen energy are planned.

Sustainable aviation fuel (SAF)
SAF is a low-carbon alternative to traditional Jet A-1 aviation fuel and, depending on the raw materials and technology used, can reduce the carbon footprint by up to 95%.

SAF is fully compatible with Jet A-1 and can be blended in any proportion without requiring changes to aviation infrastructure or engines.

KMG is considering the possibility of producing SAF in Kazakhstan. In 2024, ICF SH&E Limited conducted preliminary studies to analyse demand, supply, and technologies. Based on that research, the project potential was confirmed and cooperation with international technology partners LanzaJet and Mitsui & Co. was initiated. As part of the completed feasibility study, the estimated capacity of the future plant was determined: processing of 100 thous. tonnes of bioethanol per year with production of 54 thous. tonnes of SAF and 6 thous. tonnes of renewable diesel. Bioethanol from domestic producer BioOperations is being considered as the primary raw material. In 2025, a framework agreement was signed on transitioning to the Pre-FEED and FEED stages, work is underway to form a joint venture, and preparations for the next stage of the project are in progress.

The project envisages the creation of the first plant in Central Asia for the production of environmentally friendly aviation fuel.

Forest-climate projects
To obtain offset credits, together with Chevron, KMG is running a project to create a green area around Pavlodar on an area of 2 thous. ha.

The potential for absorption of carbon dioxide GHG emissions on land plots was assessed in a desk study, as well as field studies and by way of soil analyses. A package of materials necessary for further corporate decision-making was compiled, and a draft Memorandum of Understanding between KMG, Chevron, and the Akimat of the Pavlodar Region was prepared.

In general, within the LCDP framework, KMG is planning to implement six forest-climate projects.

International Renewable Energy Certificates (I-REC)
To reduce indirect GHG emissions, KMG purchased International Renewable Energy Certificates (I-REC). Through these certificates, the Company offset its carbon footprint by 10 thous. MWh, corresponding to the expected electricity consumption of the KMG Corporate Centre in 2025.

Voluntary I-REC certification represents a proof of energy generation from renewable sources. The certificate is linked to 1 MWh of green electricity, location of the power station, and time period of electricity generation. KMG acquired certificates issued in 2024 by renewable energy producers in line with the International Tracking Standard Foundation's standard. Recognised by GHGP, CDP, RE100, ISO and other international organisations, I-REC certificates are traded globally and issued in 51 countries.

Projects planned for 2026

- Transition to the Pre-FEED and FEED stages of the project to construct a plant for the production of SAF using Alcohol-to-Jet (ATJ) technology from LanzaJet, including development of design documentation and signing of a licence agreement.
- Formation of a unified CCUS database, including CO_2 emission sources and potential geological traps for injection.
- Analysis of low-carbon hydrogen production from APG / natural gas, utilised formation water and/or wastewater at fields.
- Initiatives to develop methane management at KMG.
- Offset projects.

Climate reporting

KMG provides a full report on greenhouse gas (GHG) emissions, including Scope 1, 2, and 3. Prior to 2023, the Company disclosed Scope 3 emissions only under category 11 “Use of sold products”. Starting from 2023, KMG expanded the disclosure to cover five categories.[1]

This initiative paves the way for the development of a strategy of cooperation with our suppliers and consumers to consistently reduce indirect emissions of KMG’s products.

KMG has introduced a system of monitoring, accounting, and verification of GHG data. The Company seeks to maintain a comprehensive GHG inventory, analysing both direct and indirect emissions across the entire product life cycle. This approach aligns with international recommendations on GHG emission inventory and enables KMG to assess its carbon footprint as comprehensively as possible.

The GHG emission inventory is in line with international standards and methodologies, such as ISO 14064, GHG Protocol, and the Guidelines of the IPCC[2] under the United Nations Framework Convention on Climate Change (UNFCCC).

[1] Currently, KMG reports on five key categories within Scope 3:
- Category 3: Other indirect emissions related to energy consumption, including transmission losses;
- Category 6: Business travel emissions;
- Category 7: Employee commuting emissions;
- Category 9: Downstream transportation and distribution emissions;
- Category 11: Use of sold products emissions.

[2] Intergovernmental Panel on Climate Change, IPCC.

Climate change and greenhouse gas emissions

2025 highlights

“B”
CDP score

98.8%
utilisation of raw gas

1.70 (IOGP[1] – 10.0)
raw gas flaring rate

3.5%
Reduction in energy consumption (from the 2024 baseline)

In 2025, CDP conducted another assessment for 2024, and KMG was rated at B. This indicates stable and consistent development of climate and environmental practices compared to previous years.

Direct carbon dioxide emissions at KMG Group totalled 7.7 mln tonnes of CO_2 (9.06 mln tonnes of CO_2e[2]) in 2024.

Indicator	Unit	2021	2022	2023	2024
Scope 1 direct emissions	mln tonnes of CO_2e	10.6	8.1	8.6	9.06
Location-based Scope 2 indirect emissions	mln tonnes of CO_2e	3.3	3.3	3.5	3.4
Market-based Scope 2 indirect emissions	mln tonnes of CO_2e	3.3	3.2	3.4	3.3
Scope 3 indirect emissions	mln tonnes of CO_2e	62.1	61.8	55.7	59.2

The greenhouse gas emissions data were verified by independent accredited organisations’ reports for each subsidiary or associate. Data for 2025 will be disclosed in KMG’s sustainability reports and CDP report to be published in 4Q 2026. We seek to ensure consistency and comparability when preparing our disclosures. We are committed to enhancing disclosures and increasing the scope of reporting around our Scope 3 emissions.

The main types of greenhouse gases emitted as a result of the Company’s operations include carbon dioxide (CO_2), methane (CH_4), and nitrous oxide (N_2O), and are categorised according to the core activities: production, refining, and transportation.

[1] The International Association of Oil & Gas Producers.

[2] The CO_2 equivalent data are presented using the global warming potential ratios set out in the IPCC Fifth Assessment report (28 for methane and 265 for nitrous oxide).

The CO_2 emission intensity indicator for 2024 for the upstream business was 121 tonnes of CO_2 per 1,000 tonnes of hydrocarbons produced, which is 2.5% above the IOGP industry average of 118 tonnes of CO_2 per 1,000 tonnes of hydrocarbons produced. The methane emission intensity indicator for 2024 for the upstream business was 2.17 tonnes of CH_2 per 1,000 tonnes of hydrocarbons produced.

KMG has developed and approved the methodology for monitoring and reporting on greenhouse gas emissions and the Internal Carbon Pricing Programme (the "ICP Programme").

The methodology defines key approaches to the recording and monitoring of GHG emissions across KMG subsidiaries and associates and provides a unified methodological basis for measuring GHG emissions across KMG subsidiaries.

The main goal of the ICP Programme is to assess and minimise the Company's financial risks associated with the tightening of carbon regulations, as well as to reallocate some investments from carbon-intensive projects to low-carbon ones. The introduction of internal pricing for carbon emissions is seen as a strategic tool to manage the risks associated with the impact of climate-related regulations on the Company's operations and helps create additional opportunities for upgrading production capacities and achieving KMG's GHG emission reduction targets.

For more details on KMG's contribution to climate action, see the Sustainability Report.

Energy saving and energy efficiency programmes

Using energy resources and improving energy efficiency

KMG's energy saving and energy efficiency efforts are based on the methodology set out in ISO 50001 Energy management systems, an internationally recognised best-practice framework for systemic energy management.

To comply with KMG's Low-Carbon Development Programme, the Energy Policy of KMG, which applies to all subsidiaries, associates and contractors of KMG, as well as Regulations on Energy Saving and Efficiency at KMG Group were approved. KMG Group also conducted a targeted energy audit of process furnaces and boiler equipment at oil producing companies. Subsidiaries and associates (Karazhanbasmunai, Kazgermunai, Kazakhoil Aktobe, Kazakhturkmunay, Pavlodar Refinery, PetroKazakhstan Oil Products, and Caspi Bitum) also approved Regulations on Energy Saving and Efficiency.

In 2024, KMG approved its Low-Carbon Development Programme 2060. The following strategic goals are planned in energy efficiency and resource saving:

- **long-term strategic planning:** developing comprehensive plans to improve energy efficiency across KMG Group;
- **effective energy management:** ensuring transparent management of energy flows through reliable and measurable standards;
- **centralised monitoring:** centralised monitoring of operational processes in the field of energy efficiency (EE) improvement;
- **systemic approach to working with public authorities:** maintaining ongoing cooperation with public authorities on energy-saving initiatives;
- **sharing best practices:** sharing and rolling out robust EE practices throughout the Company;
- **cost reduction and optimisation:** identifying and eliminating non-production costs while optimising the use of resources;
- **improving profitability:** improving profitability by taking measures to reduce fuel and energy losses and eliminate inefficient costs;
- **improved financial performance:** improving financial results through energy savings.

Energy consumption

In 2025, total energy consumption across KMG Group amounted to 124.9 mln GJ, down 3.5% year-on-year (129.4 mln GJ), including 14.7 mln GJ in electricity, 3.7 mln GJ in heat, 1.8 mln GJ in motor fuel, and 104.6 mln GJ in boiler and heating fuel (with oil refinery gas, natural gas, stripped gas, electricity, and associated petroleum gas accounting for 29.1%, 26.3%, 13.1%, 14.0% and 10.2% of the total energy consumption, respectively).

The total energy consumption is divided among the following business segments: Upstream, Midstream, and Downstream (Oil Refining and Gas Processing).

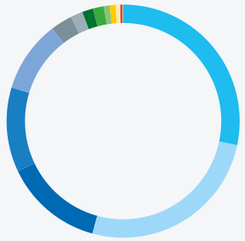
In 2025, KMG Group's self-generated energy amounted to 748.9 mln kWh in electricity and 4,225.2 thous. Gcal in heat.

In 2025, electricity consumption from renewable energy sources totalled 37,230.9 thous. kWh, including:

- purchase of electricity for own needs from Financial Settlement Centre of Renewable Energy – 25,600.8 thous. kWh;
- purchase of electricity generated by the solar power plant of the hybrid project – 11,630.1 thous. kWh.

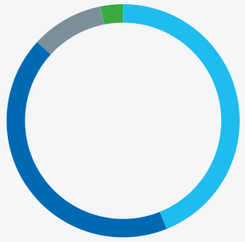
In 2025, Shymkent Refinery and Caspi Bitum solar panels generated 151.1 thous. kWh of electricity for street lighting.

Resource consumption by energy type in 2025, %



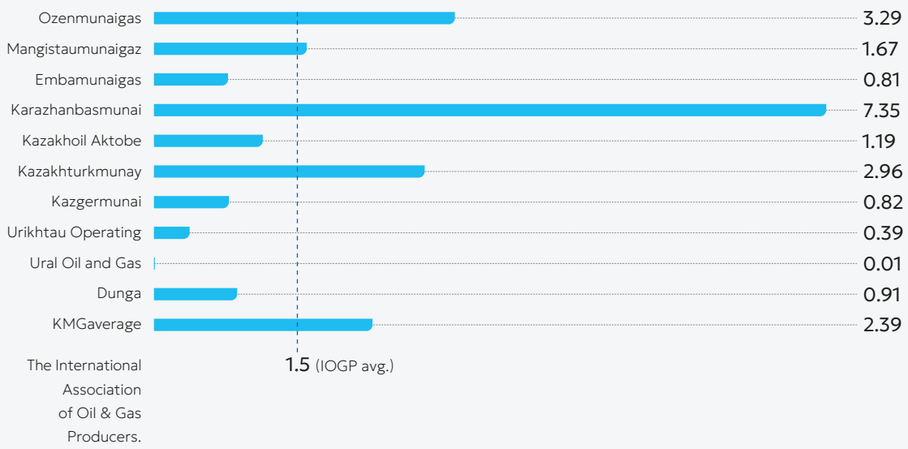
28.7	Refinery gas
26.3	Natural gas
13.8	Stripped gas
11.8	Electricity
10.0	APG
2.9	Heat
1.6	Cold section waste gas
1.4	Boiler and heating fuel
1.4	Diesel fuel
0.7	Fuel oil
0.7	De-ethaniser waste gas
0.5	Crude oil
0.1	Petrol
0.03	LPG

Resource consumption by segment in 2025, %



44	Oil and gas refining
43	Oil and gas exploration and production
10	Petrochemicals
3	Oil transportation

Energy consumption per tonne of hydrocarbons produced, GJ/tonne



Reducing energy consumption

The main strategic focus areas for energy saving and energy efficiency development in KMG Group include upgrade and replacement of process furnaces and boilers, installation of variable speed drives on pumps, thermal integration of process flows, modernisation of the lighting system, and more.

In 2025, a total of 87 initiatives were implemented (14 in design and estimation, 62 in construction and installation, and 11 at the organisational level) to upgrade process equipment, replace gas burners in furnaces, introduce energy-saving technologies, optimise heat generation and consumption, and modernise lighting systems, etc.

Estimated annual savings of fuel and energy amounted to 1,935.3 thous. GJ, equivalent to a reduction of GHG emissions by 128.3 thous. tonnes of CO_2. The effect in physical terms represents savings of 22,468 thous. kW of electricity, 21,208 Gcal of heat, 2,855 tonnes of boiler and heating fuel, 5,807 thous. m^3 of dry stripped gas, a 37,935 thous. m^3 of natural gas, 65 tonnes of diesel fuel, and 3,310 thous. m^3 of associated petroleum gas. Overall spending on the energy saving and energy efficiency initiatives was KZT 6,172.9 mln.

Energy intensity

In 2025, KMG Group's upstream energy intensity averaged at 2.39 GJ per tonne of hydrocarbon production, 59% above the IOGP average of 1.5 GJ per tonne recorded in 2024.

KMG Group's average does not reflect the status quo because of a severe distortion owing to high energy intensities at Ozenmunaigas and Karazhanbasmunai. Karazhanbasmunai's energy consumption per tonne of produced hydrocarbons is five times higher than the IOGP global average, as production at the Karazhanbas field requires the use of steam and hot water to displace oil from subsoil reservoirs. Ozenmunaigas's energy intensity is more than twice the industry average, due to high dissolved paraffin concentrations and the rheological properties of oil, which means that it needs to be heated during production and transportation in both winter and summer.

Environmental protection

Management approach: key aspects and initiatives

Participation in initiatives and programmes

THE WORLD BANK
IBRD • IDA | WORLD BANK GROUP

The World Bank's Zero Routine Flaring by 2030 initiative

SUSTAINABLE DEVELOPMENT GOALS

UN 17 Sustainable Development Goals initiative

CDP
DISCLOSURE INSIGHT ACTION

Climate program CDP

Global Methane Initiative

Global Methane Initiative

CASPIAN ENVIRONMENT PROGRAMME

Caspian Environmental Protection Initiative

IOGP International Association of Oil & Gas Producers

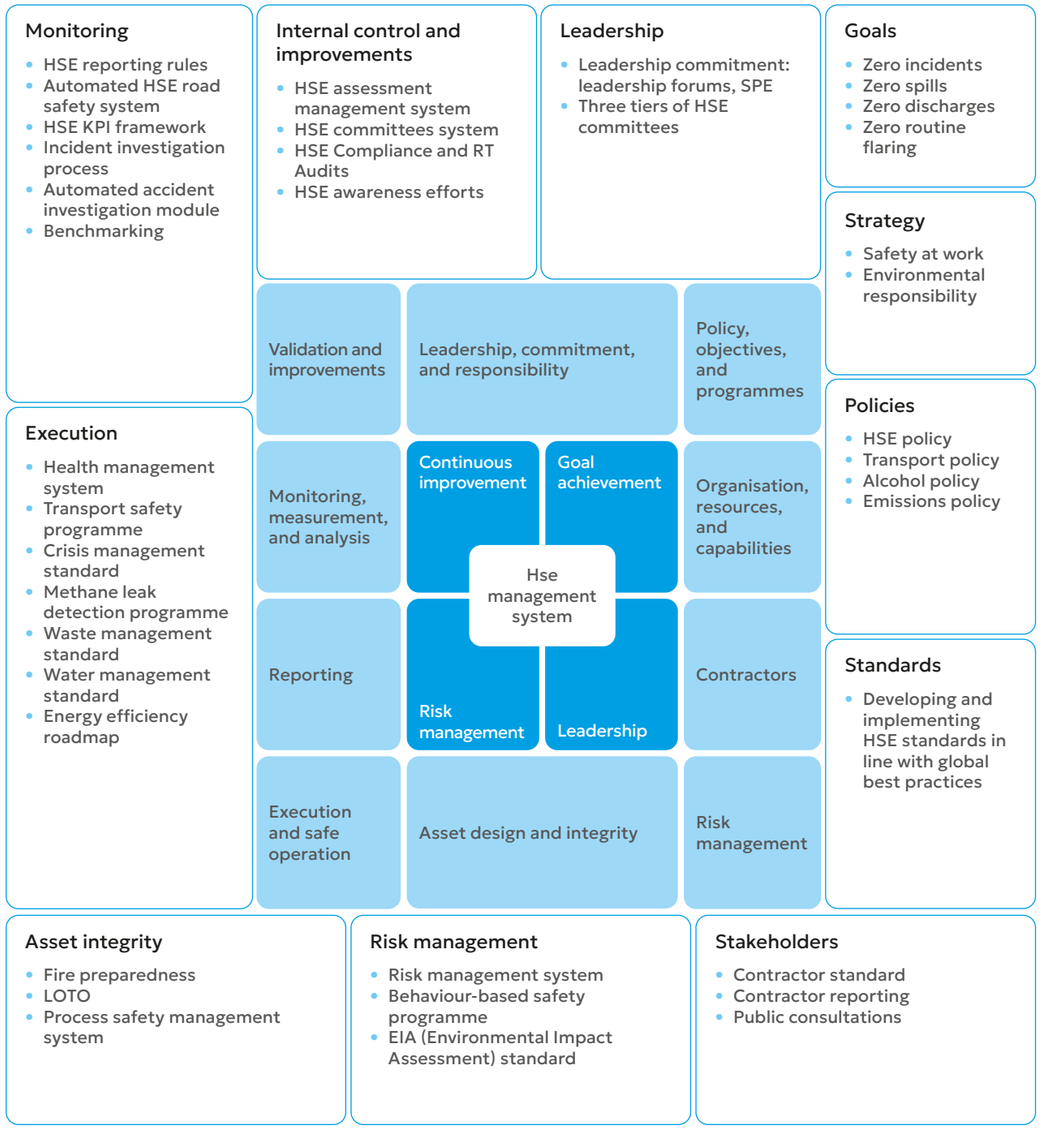
The International Association of Oil & Gas Producers

Environmental highlights

Indicator	2023	2024	2025
NOx emissions, tonnes per 1,000 tonnes of produced hydrocarbons	0.35	0.39	0.36
SOx emissions, tonnes per 1,000 tonnes of produced hydrocarbons	0.23	0.23	0.18
APG flaring rate, tonnes per 1,000 tonnes of produced hydrocarbons	1.4	1.45	1.70

The health, safety and environment management system is designed to Kazakhstan's statutory requirements, ISO 14001 and ISO 45001 international industry standards, global best practices, and recommendations of the IOGP. It covers ten areas and relies on four pillars: leadership, goal achievement, risk management, and continuous improvement.

Since 2006, KMG operates an integrated quality, environmental, and occupational health and safety management system compliant with ISO 9001, ISO 14001, and ISO 45001. KMG's subsidiaries and associates with significant energy consumption are certified to ISO 50001. The effectiveness of the HSE management system is verified by independent auditors on a regular basis.



To improve its Health, Safety and Environment Management System, KMG has it certified to ISO 45001.

Recognising the nature and scale of its footprint, the Company is committed to prioritising the sustainable use of natural resources, ensuring safe working conditions, safeguarding employee health across all business lines, protecting the well-being of local communities in its regions of operation, and upholding environmental stewardship.

We have made significant progress in enhancing the environmental safety of our operations thanks to effective corporate standards and continuous improvements in management. We aim to achieve a zero footprint, which means no negative impact on the environment whatsoever.

2025 highlights

0.18 (IOGP – 0.59)
SO_x emissions intensity

338.8 thous. tonnes
(2025: 1,099 thous. tonnes)
Recovery of historical waste and remediation of oil-contaminated soils

0.36 (IOGP – 0.34)
NO_x emissions intensity

“C”
CDP water security score

Environmental performance indicators, tonnes per 1,000 toe of produced hydrocarbons

Year	SO_x emissions intensity	NO_x emissions intensity	Raw gas flaring rate	Raw gas utilisation, %
2023	0.23	0.35	1.4	98.9
2024	0.23	0.39	1.45	98.9
2025	0.18	0.36	1.70	98.8

KMG Group’s goals in HSE management are directly related to its Development Strategy. Our Development Strategy until 2031 covers strategic initiatives to promote greater environmental responsibility. KMG Group’s environmental priorities include effective management of air emissions, water resources and waste, flaring reduction, and land reclamation.

The Company remains dedicated to being an environmentally responsible business by further enhancing its environmental protection management system, maintaining open dialogue with all stakeholders, and fulfilling its commitments as outlined in its Environmental Policy.

Taza Qazaqstan environmental campaign

Clean Kazakhstan (Taza Qazaqstan) is a large-scale nationwide environmental campaign initiated by the President of the Republic of Kazakhstan in 2024. KMG Group actively participates in this initiative. In March 2025, the Action Plan for the implementation of the Taza Qazaqstan environmental campaign at KMG for 2025 was approved.

The key areas of the plan include:

- implementing environmental initiatives;
- developing an environmental culture among employees;
- promoting environmental campaigns;
- creating an eco-community;
- stepping up greening efforts.

A central aspect of our action plan is the initiative to clean up populated areas. To that end, a schedule of clean-up days for KMG Group was approved.

In 2025, a total of 282 clean-up days were held with the participation of 9,287 people, and over 5.9 thous. bags of waste were collected.

Greening projects
KMG actively engages in large-scale tree planting initiatives, contributing to the country's reforestation efforts.

In accordance with KMG Group's 2025 greening plan, 109 thous. trees were planned for planting, with approximately 113.7 thous. actually planted.

In addition, 150 thous. Scots pine seedlings were planted in the Kostanay Region in October of the reporting year with KMG's financial support. The technical opening of a KMG park in Astana also took place, with 1,320 trees planted.

In 2025, KMG Group planted a total of approximately 264 thous. trees.

Use of reverse vending machines
KMG's Corporate Centre also launched an initiative to collect plastic bottles and aluminium cans using a reverse vending machine (RVM). A competition was announced encouraging the active use of the RVM. The goal of the competition is to raise awareness about reverse vending machines that accept bottles and cans for recycling. In addition to incentivising waste separation, this initiative seeks to foster environmental responsibility among employees. In 2023–2025, the following was collected:

- 15.1 thous. aluminium cans;
- 61.7 thous. plastic bottles.
- Total: 76.8 thous. containers.

Information about the reverse vending machine in the building was circulated regularly throughout the year. The most active users were awarded prizes.

Green Office
The Company adheres to the Green Office principles, which focus on resource efficiency and environmental sustainability. To date, KMG's Corporate Centre has installed eco-bins for waste separation, set up a cabinet for storing fluorescent lamps in the warehouse, implemented electronic document management, and established designated bicycle parking and electric vehicle charging stations.

Regular internal mailings keep employees informed on environmental and sustainable development matters, while information materials and posters promoting the key principles of the Green Office concept are displayed throughout the building to foster a culture of environmental awareness.

Environmental legislation
KMG actively participates in task forces under the authorised bodies responsible for environmental protection and water resources, and contributes to proposals for amendments to laws of Kazakhstan. The Company is also engaged in monitoring and participating in negotiations with the Ministry of Ecology, Geology, and Natural Resources concerning:

1. a draft international treaty on combating plastic pollution, including marine pollution;
2. a methodology for calculating financial security to determine the amount of financial assurance for fulfilling obligations to remediate the consequences of operating Category I facilities, and for developing a repurposing and/or alternative operation plan;
3. tightening of sanctions for environmental violations under the Code of Administrative Offences of Kazakhstan, and other matters;
4. amendments to the environmental legislation of Kazakhstan.

Comprehensive environmental approvals
A comprehensive environmental approval is a document designed to ensure the comprehensive prevention of environmental pollution through the application of best available technologies, while minimising and controlling the negative anthropogenic impact on the environment. Throughout 2025, KMG Group actively supported the development of design documentation for comprehensive environmental approvals at its refineries. PetroKazakhstan Oil Products obtained its approval in April 2025, with the process ongoing for the remaining refineries and Kazakhoil Aktobe.

Automated monitoring system
Between 2022 and 2025, automated monitoring systems were deployed in phases across subsidiaries and associates at Mangistaumunaigaz, Kazakhoil Aktobe, Atyrau Refinery, Pavlodar Refinery, Shymkent Refinery, and KPI – covering 15 pollutant emission sources in total. All subsidiaries and associates now transmit data online to the National Environmental Data Bank in real time, with the exception of KPI, where commissioning is currently underway.

Priority environmental projects

Eliminating legacy pollution
Elimination of historical pollution, as well as sources of negative environmental impact (idle wells, wastewater reservoirs, landfills and other production facilities).

Reducing atmospheric emissions
Reduction in emissions through improved technology solutions, e.g. replacing fuel oil with fuel/natural gas as a process furnace fuel; using next-generation additives; tree planting and land improvement at production facilities; upgrading equipment; replacing burners; streamlining equipment operating modes to reduce runtime; treating exhaust gases from harmful compounds; expanding gas processing capacity; installing gas processing units; engaging in ongoing monitoring to detect and promptly repair leaks; equipping storage tanks with floating roofs to minimise the generation of volatile fractions by eliminating the free space above the product common in conventional tanks.

Automated environmental monitoring information system
The automated environmental monitoring information system is designed to create a shared information space in environmental protection and covers the following critical tasks: automated generation of environmental reports to government agencies; maintaining the database of authorisation regulations and calculating environmental emission fees; day-to-day environmental monitoring based on environmental controls at production sites.

Air protection
Air protection is a priority for KMG, given that pollution directly impacts both human health and the environment. Under its Environmental Policy, the Company is consistently reducing pollutant emissions through equipment upgrades, modern technological solutions, automated monitoring systems, and measures to cut gas flaring.

Key work streams include the technical modernisation of facilities, optimisation of equipment operating modes, transition to cleaner fuel types, and the development of industrial environmental monitoring systems. Energy efficiency projects and reductions in process losses further contribute to lowering the Company's atmospheric impact.

Emission monitoring is carried out continuously across both stationary and mobile sources. In line with Kazakhstan's environmental laws and international best practices, automated emission monitoring systems have been deployed at a number of facilities, ensuring transparency and timely environmental control. For more details on activities and performance indicators, see KMG's Sustainability Report.

Air pollutant emissions

Volume of air pollutant emissions, thous. tonnes

Indicator	2023	2024	2025
Nitrogen oxides (NO_x)	15.27	15.22	14.84
Sulphur dioxide (SO_x)	10.99	11.69	20.11
Carbon oxide (CO)	22.96	21.50	17.24
Particulate matter (PM)	1.31	1.97	1.75
Other	68.93	66.38	58.57

Per unit emissions of air pollutants at KMG Group

Indicator	2023	2024	2025
Hydrocarbon production, tonnes per 1,000 tonnes of produced hydrocarbons	2.2	2.2	2.1
Oil refining, tonnes per 1,000 tonnes of refined oil	3.0	2.9	2.5
Oil transportation, tonnes per 1,000 tonnes of transported oil	0.4	0.4	0.4

Monitoring and automated control system
To strengthen the transparency and efficiency of environmental control, KMG is rolling out automated emission monitoring systems at key production facilities. These systems track emission parameters in real time and relay data directly to state supervisory authorities.

The integration of digital solutions into environmental monitoring is central to KMG's broader approach to ambient air protection and reducing its environmental footprint.

Efficient use of raw gas
The reduction of gas flaring is a priority task for KMG Group. According to the approved Environmental Policy, the Company strives to achieve zero routine gas flaring by paying increasing attention to the responsible use of gas. Hence, over the last nine years, routine flaring has decreased by 86% (2017: 315.8 mln m^3). Utilisation of raw gas in 2025 was 98.8%. Flaring was brought down thanks to the launch of a gas processing unit at Embamunaigas, which provides highly efficient treatment of hydrogen sulphide. In addition, a modern gas processing facility with a capacity of 226 mln m^3 of commercial gas per year was commissioned at Kazakhoil Aktobe's Kozhasai field.

In 2025, raw gas utilisation rate was 98.8%, with flaring at 1.7 tonnes per 1,000 tonnes of produced hydrocarbons (1.45 tonnes in 2024 and 1.4 tonnes in 2023), an increase year-on-year and 83% lower than the IOGP industry average (10.0).

Raw gas flaring

Indicator	2023	2024	2025
Total raw gas flaring, mln m^3	33.3	35.2	43.9
Raw gas utilisation, %	98.9	98.9	98.8
Raw gas flaring rate, tonnes per 1,000 tonnes of produced hydrocarbons	1.4	1.45	1.70

KMG supports the World Bank's Zero Routine Flaring by 2030 initiative. Raw gas flaring reports under the Initiative are submitted on an annual basis to the World Bank's representative office in Kazakhstan.

Initiatives to reduce atmospheric emissions
Several subsidiaries and associates are implementing measures to cut pollutant emissions. At Atyrau Refinery, these include the phased installation of internal floating roofs across the tank farm (60 roofs), reducing evaporative hydrocarbon losses and cutting VOCs by up to 80–90%; modernisation of burner equipment at EDD-ADU-2 units, with 36 burners replaced in 2024; the introduction of additional heat-exchange circuits at EDD-AVDU-3, lowering fuel consumption by up to 30%; and, under the Tazalyq project, the dismantling of a sectional oil-water separator and closure of open reservoirs at mechanical treatment plants, reducing fugitive emissions and eliminating odour sources.

The automated monitoring system (AMS) is installed at Kazakhoil Aktobe, Mangistaumunaigaz, Atyrau Refinery, Pavlodar Refinery, and PetroKazakhstan Oil Products; data on emission indicators are transmitted in real time; KPI is finalising pre-commissioning and construction and installation works. Environmental control devices monitor emissions of soot, nitrogen oxides, and carbon monoxide in flue gases from furnaces and boilers. The AMS not only helps monitor emission indicators but also, if necessary, adjust the operating mode of equipment to improve process performance.

For more details on air protection, see the Sustainability Report.

Waste management

KMG's production operations generate production and consumption waste. KMG Group develops and implements a set of measures to improve the waste management system, keeps records of waste generated and accumulated, including contractors' waste, and ensures the safe accumulation of waste until it is recovered or disposed of. In 2025, KMG's expenses for the recovery of historical oil waste totalled KZT 9.7 bln.

In selecting waste recovery methods, KMG prioritises advanced technologies that minimise environmental impact and prevent secondary pollution.

KMG Group disposed of a total of around 339 thous. tonnes of historical waste, with their sites remediated.

In 2024, we approved the Corporate Waste Management Standard for KMG Group. The standard specifies step-by-step actions of officers in charge at subsidiaries and associates when carrying out waste management activities to ensure compliance with the requirements of Kazakhstan's environmental laws. In 2025, the standard was implemented as a guiding document for waste management at production facilities of subsidiaries and associates.

For more details on waste management, see KMG's Sustainability Report.

Asset retirement obligations

Oil and gas assets
Under the terms of certain contracts, in accordance with legislation and regulatory legal acts, KMG has legal obligations to dismantle and liquidate fixed assets and restore land plots at each of the fields. In particular, KMG's obligations include the gradual closure of all non-productive wells and actions to permanently terminate operations, such as dismantling pipelines, buildings and reclamation of the contract area, as well as decommissioning and obligations to prevent environmental pollution at the production site.

The Company calculates asset retirement obligations separately for each contract. The amount of the liability is the present value of the estimated costs that are expected to be required to settle the liability, adjusted for the expected inflation rate and discounted using average long-term risk-free interest rates on government debt of transition economies, adjusted for risks inherent in the Kazakhstan market.

As of 31 December 2025, the carrying amount of the Company's provision for liabilities to liquidate oil and gas assets was KZT 142.3 bln (31 December 2024: KZT 142.0 bln) (for details, see Note 4 in the consolidated financial statements).

Oil and gas trunklines
In accordance with the Law of the Republic of Kazakhstan On Trunk Pipeline, which entered into force on 4 July 2012, KazTransOil has a legal obligation to liquidate the trunkline after the end of operation and implement subsequent measures to restore the environment, including land reclamation. The provision for the obligation to abandon pipelines and land reclamation is estimated based on the cost of dismantling and reclamation works calculated by KMG. As of 31 December 2025, the carrying amount of KMG's provision for the obligation to abandon pipelines and reclaim land of the Company amounted to KZT 24.1 bln (as of 31 December 2024: KZT 37.4 bln) (for details, see Note 4 in the consolidated financial statements).

Environmental remediation
KMG also creates provisions for obligations related to environmental clean-up and rehabilitation, based on its estimates and judgements. Environmental costs are either capitalised or expensed based on their future economic benefits.

The Company's environmental remediation reserve represents management's best estimates based on an independent assessment of the expected costs required for KMG to comply with the existing Kazakh and European regulatory frameworks. As of 31 December 2025, the carrying amount of the provision for obligations related to asset disposal and land reclamation was KZT 33.6 bln (as of 31 December 2024: KZT 41.8 bln) (for details, see Note 4 in the consolidated financial statements).

Water protection

Water is an integral part of all KMG production processes. KMG adheres to the principles of the UN Global Compact and integrates the Sustainable Development Goals (SDGs) into its operations. The Company adheres to all 17 SDGs, including Goal 6, Clean Water and Sanitation. In its activities, the Company strives to reduce water consumption, increase water use efficiency, drive up water reuse and recycling, improve the quality of effluents, and minimise the impact on natural water bodies.

As KMG is a vertically integrated company engaged in the production, transportation, and processing of hydrocarbons, all our processes consume a lot of water. The Company takes water from surface and underground sources, municipal water supply systems, and the Caspian Sea. Wastewater from KMG's operations mainly goes to specialised receivers: storage ponds, and evaporation and filtration fields. Those facilities are technical structures designed for natural treatment of wastewater and preventing environmental pollution. Operations that do not have their own storage facilities transfer wastewater to dedicated companies for treatment and disposal. The quality standards for discharged water established by environmental laws are met through the use of mechanical and biological methods of effluent treatment. However, no wastewater is discharged into surface natural water bodies.

One of the Company's most important objectives is to increase the reuse of treated effluents by returning them to the process, using them for irrigation of green areas, and dust suppression on construction sites and roads.

KMG uses the WRI[1] Aqueduct water stress metrics to evaluate and monitor production assets in water stressed areas within the Caspian Sea, and the Syr Darya and Ural river basins.

Kenderly seawater desalination plant
In 2025, KMG completed construction of the Kenderly seawater desalination plant, situated approximately 100 km from the city of Zhanaozen. Implemented on the instructions of the President of Kazakhstan, it is one of the Company's largest social infrastructure projects in the Mangistau Region. With a design capacity of up to 50 thous. m^3 of drinking water per day, the plant will provide a reliable water supply for Zhanaozen and the surrounding settlements.

The project was delivered by Ak Su KMG, a subsidiary of Ozenmunaigas. Construction was completed in May 2025, and commissioning began in July with the launch of the full production cycle. The facility uses a modern multistage treatment and desalination system that brings water quality up to drinking water standards.

The plant's strategic significance for the region is considerable: it reduces the load on the Astrakhan–Mangyshlak main water line, enhances the reliability of water supply, and supports the social and economic development of the Mangistau Region.

In its initial stage, the facility will operate in a water deficit compensatory mode, supplementing existing supply sources for the city of Zhanaozen.

The project represents the Company's largest social initiative in the region, having created 91 permanent jobs, with up to 650 people employed during the construction phase.

[1] World Resources Institute.

Social responsibility

KMG complies with the legal and regulatory requirements applicable in the Republic of Kazakhstan, as well as with international laws and treaties regulating oil companies, and is aware of its responsibility to shareholders, communities, and investors for the impact on the economy, environment, and society, for the creation of long-term business value, and for sustainable growth in the long run.

Development of the Company's regions of operation

Social and economic projects
KMG contributes to social and economic development in its regions of operation. We actively cooperate with local authorities, maintain an ongoing dialogue with key stakeholders, and focus on training and development of young skilled talent. We also run social initiatives for KMG Group's employees and are committed to supporting domestic producers through off-take agreements. Among other things, KMG Group companies invest in the development of socially important facilities, construction of sports complexes, and regional social and economic development under subsoil use contracts and the Comprehensive Development Plan.

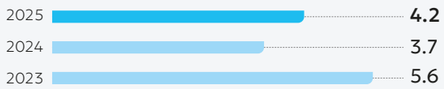
In 2020–2025, the Company implemented social projects totalling KZT 356 bln.

The largest projects include:
- construction of a community centre for 300 visitors in Tasshagyl (KZT 200 mln, 2021);
- construction of schools (for 300 pupils) in Kulsary, Zhylyoi District, and Balausa, Atyrau (for 600 pupils) (KZT 831 mln, 2022);
- construction of a kindergarten for 280 children in Besikti, Atyrau Region (KZT 783 mln, 2023);
- construction of 21 sports grounds in Zhanaozen, Zhetybai and other locations (KZT 1 bln, 2023);
- completed construction of a multifunctional sports complex in Uralsk (KZT 19.9 bln, 2024);
- launch of a Schoolchildren Palace in Kyzylorda financed by Kazgermunai (KZT 2.4 bln, 2024);
- implementation of the project titled "Otpan: Network of Anchor Schools in the Mangystau Region". KMG renovated more than 50 classrooms and educational spaces in schools in Taushyk (Tupkaragan District), Zhetybai (Karakiya District), and Rakhat (Zhanaozen) (total of KZT 504 mln, 2024–2025);
- launch of a Rehabilitation and Support Centre for special children in the Zhylyoi District, Atyrau Region (KZT 983.2 mln, 2024);
- planting of 4.4 mln saxaul seedlings on the dried seabed of the Aral Sea (KZT 420 mln, 2024) and over 600 trees in Astana (KZT 68 mln, 2024);
- KMG implements the Zharkyn Bolashak project to enhance education level for children of the Mangistau Region. Currently, over 1 thous. students who received grants study in 56 educational institutions across Kazakhstan's ten regions (KZT 4.2 bln);
- projects were implemented for the construction of a seawater desalination plant in Kenderly (KZT 121.2 bln), as well as the construction of the Schoolchildren Palace (Bolashaq sarayi) in Zhanaozen (KZT 4.2 bln).

The subsoil use contracts signed by KMG subsidiaries provide for significant investment in developing the regions of operation and social support to vulnerable population groups. The Company's subsidiaries and associates also provide funds to local executive bodies, which are further distributed in line with the needs of local communities under agreements and memoranda concluded with the akimats of the respective regions. These include:
- Kazgermunai transferred KZT 377 mln for the social and economic development of the Kyzylorda Region;
- Ozenmunaigas allocated KZT 1.7 bln to the state-owned utility company Ozeninvest, under the akimat of Zhanaozen, for the maintenance of municipal services;
- Embamunaigas allocated KZT 884 mln for the construction of new residential buildings in Dossor, Makat District;
- Mangistaumunaigaz donated KZT 140 mln to support social and economic development of the Mangistau Region and its infrastructure;
- Kazakhoil Aktobe allocated KZT 443 mln for the social and economic development of the Aktobe Region and its infrastructure under a memorandum with the akimat of the Aktobe Region;
- Urikhtau Operating allocated KZT 59 mln to finance the region's social and economic development and infrastructure;
- Kazakhturkmunay transferred KZT 326 mln for the social and economic development of the Aktobe Region;

- Ural Oil and Gas transferred KZT 59 mln for the social and economic development of the West Kazakhstan Region;
- Karazhanbasmunai transferred KZT 230 mln for the social and economic development of the Mangistau Region.

Funds transferred to local executive bodies (under subsoil use contracts), KZT bln



The approved 2025 budget for the North Caspian Project under the implemented social and infrastructure initiatives totalled USD 13 mln (KMG Kashagan B.V. share – USD 2.19 mln). Actual spending totalled USD 11.5 mln (USD 1.94 mln attributable to KMG Kashagan B.V.). In the Atyrau Region, projects were completed for the construction of a kindergarten for 160 children in the Orleu residential area (Taskala-2), as well as one 60-apartment block of flats each in Kadyrka (Kurmangazy District) and Dossor. During the year, projects were launched to expand School No. 2 and renovate the central square in the settlement of Makat, as well as a project to purchase ambulances for the Makat District Hospital. In the Mangistau Region, 20 ambulances were delivered as part of a project to equip the region's emergency medical services.

The approved 2025 budget for the Karachaganak Project under the implemented social and infrastructure initiatives totalled USD 118 mln. However, due to the postponement of several social infrastructure projects to 2026, the 2025 budget was adjusted to USD 60.5 mln (KMG Karachaganak's share – USD 6.05 mln).

As part of the Egilik voluntary programme, Tengizchevroil finances significant projects agreed upon with local authorities for the construction of kindergartens, schools, and other socially important facilities in Atyrau and the Atyrau Region, including the Zhylyoi District. The programme's annual financing amounts to USD 25 mln. In total, from 1999 to January 2026, USD 455 mln has been invested in the social development of the region under the Egilik programme.

In 2025, the construction of a sports and recreation complex in the village of Zhanatalap, Atyrau, was completed, and preparatory work began on five other projects. A significant portion of the Egilik programme funds (USD 18.5 mln) in 2025 was directed, at the request of the akimat, towards the purchase of medical and specialised equipment.

Sponsorship and charity in 2025

Ozenmunaigas:
- financed the implementation of the Daryn Joly educational project, which provided training for 192 teachers and students from secondary schools in Zhanaozen, and Tupkaragan and Karakiya districts, totalling KZT 158 mln;
- financed the purchase of specialised burn treatment equipment for the city hospital in Zhanaozen, at a project cost of KZT 223 mln; additionally, financial support was provided to ten highly specialised doctors (for relocation to Zhanaozen, rental housing) totalling KZT 77.9 mln;
- financed the refinement and technical support of an automated system for employment management and human resource allocation in organisations in Zhanaozen, amounting to KZT 70 mln;
- held a national sitting volleyball championship for veterans, costing KZT 12 mln.

Embamunaigas:
- financed the construction of a library and museum in Dossor, Makat District, Atyrau Region, for KZT 868 mln, as well as a training and production facility in Atyrau costing KZT 1.14 bln;
- provided sponsorship assistance under the Road to School programme, supplying school backpacks and stationery to 536 students from low-income families, totalling KZT 18.7 mln;
- provided sponsorship assistance for equipping secondary schools in the Kyzylkoga District of the Atyrau Region with sports equipment, totalling KZT 7 mln;
- provided sponsorship assistance for the implementation of a project to install an art installation – a nodding donkey oil pump – in front of the Ministry of Energy building in Astana, totalling KZT 42.6 mln.

KazMunayGas-Aero:
- sponsored the equipping of two Kazakhstan Premier League stadiums with interactive LED boards, totalling KZT 200 mln.

KMG:
- provided charitable assistance for the Charity Samruk Marathon in the amount of KZT 15 mln;
- provided charitable assistance to the ULAN PLUS public foundation for planting 150 thous. Scots pine seedlings in areas affected by a major fire in 2022 in the Kostanay Region, in the amount of KZT 19.32 mln.

HR Policy

The Company achieves its key social responsibility objectives through the existing systems of internal communications between employers and employees, cooperation with local executive bodies and trade unions, and fair collective bargaining with employees.

All employees of the Company have the right to safe and healthy working conditions, recognition and fair evaluation of their contribution to the Company, assistance in enhancing their professional skills, and an open and constructive discussion of the quality and effectiveness of their work. The Company has a zero tolerance policy for discrimination by nationality, race, religion, age, gender, political beliefs or other grounds.

Guided by the principles of meritocracy, fairness, and objectivity, KMG creates an environment where every employee has the opportunity to achieve new successes, where contributions are fairly recognised, and where a culture of understanding, engagement, and mutual support is cultivated across all levels of the organisation.

Approach to management and maintaining social stability

Social stability among the employees of KMG's subsidiaries and associates is assessed by the Social Partnership Centre using the Samruk Research Services (SRS) methodology, which measures engagement, social well-being, and social tranquillity. The indicators are evaluated through a sociological survey.

The 2025 annual survey covered 5,086 employees from 19 of KMG's subsidiaries and associates. Based on the assessment results, the SRS index for KMG Group was 84%.

According to the established SRS scale, a social stability level of 84% at KMG is defined as "above average", characterising the Company as paying increased attention to social development issues.

In the reporting period, KMG took timely measures to resolve conflicts.

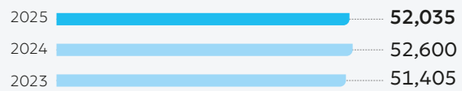
As a result, the number of strikes in 2025 halved compared to 2024, to nine incidents. It should be noted that strikes occurred only at contractor organisations, to which KMG fulfils its obligations in full.

The main cause of the strikes is the failure of contractors to properly fulfil their obligations to their employees.

Staff composition

KMG Group employs more than 50 thous. people across its regions of operation. KMG Group's headcount at the end of 2025 was 52,035 people, of whom 48,714 were full-time employees and 3,321 employees were outstaffed.

Indicator Unit KMG Group headcount (consolidated)[1], employee



[1] Headcount includes the actual headcount for KMG Group, as well as employees who are temporarily absent due to long-term education or maternity leave and/or parental leave. As of the date of drafting the Annual Report, the indicators are verified by an independent auditor, with minor adjustments possible going forward.

Indicator	Unit	2023	2024	2025
KMG Group's headcount (full-time employees)[1]	employee	48,196	49,243	48,714
• Men	%	81	81	82
• Women	%	19	19	18
Blue-collar employees	%	92	92	92
White-collar employees	%	8	8	8
Employees aged 31 to 50, including:	%	58	58	58
• men	%	81	81	81
• women	%	19	19	19
Employees aged over 50, including:	%	31	30	31
• men	%	81	81	81
• women	%	19	19	19
Employees aged under 30, including:	%	11	12	11
• men	%	87	88	89
• women	%	13	12	11
Jobs created	–	918	17	32
% of average headcount	%	1.9	0.03	0.07
Newly hired employees	employee	5,746	3,928	3,619
Employees on maternity leave and parental leave	employee	623	527	475
• men	%	7	8	9
• women	%	93	92	91
Employees who returned to work from parental leave	employee	290	207	287
• men	%	8	11	6
• women	%	92	89	94
Employment terminated	employee	2,124	3,272	3,209
Managers at all levels, including:	%	10	10	9
• men	%	85	85	81
• women	%	15	15	19
Turnover rate for KMG Group	%	4.5	6.64	6.59

Given that the Company's operations involve heavy, hazardous, and harmful conditions, 82% of employees are men and 18% are women. Blue-collar employees account for 92% of the total headcount, while white-collar employees make up 8%.

In terms of age, the majority of employees (58%) are between 31 and 50 years old, of whom 81% are male and 19% are female.

Employees aged over 50 account for 31% of the total headcount; 81% of them are male and 19% are female.

The share of young people aged under 30 is 11% of the total headcount, including 89% male and 11% female employees.

In 2025, KMG created 32 jobs, which accounts for 0.07% of the average headcount. The Company hired 3,619 new employees. The number of employees whose employment was terminated in the reporting period is 3,209.

The number of employees who took maternity or parental leave was 475, including 9% men and 91% women. The number of employees who returned to work from parental leave was 287, of whom 6% were men and 94% women.

The percentage of employees in management positions at all levels was 9% of the total headcount, with 19% (2024: 15%) being female and 81% (2024: 85%) male.

The 2025 turnover rate for KMG Group was 6.59% (2024: 6.64%).

Full-time employee headcount by region

Indicator	Number of employees
Total:	**48,714**
Republic of Kazakhstan	41,975
Aktobe Region	876
Atyrau Region	11,181
West Kazakhstan Region	349
Jetisu Region	607
Karaganda Region	638
Kyzylorda Region	161
Mangistau Region	21,805
Pavlodar Region	3,205
Ulytau Region	462
Astana	2,126
Shymkent	565
Outside the Republic of Kazakhstan	6,739

Equal rights for employees

Gender equality, diversity, inclusivity, and prevention of labour rights discrimination constitute core principles of KMG's HR policy. The Company creates equitable conditions and opportunities across different social and age groups regardless of gender, race, nationality, religion, or other characteristics. This approach fosters the development of teams with diverse perspectives.

Our recruitment processes are conducted without any restrictions or biases related to gender, age, or any other characteristics. A fair remuneration system and equal conditions of social support are established for all. The Company ensures a fair pay system, which implies equal pay for work of equal value.

In line with the global sustainable development goal of achieving gender equality and empowering all women and girls, in 2025 women constituted 18% of KMG's total workforce and held 19% of management positions across all levels.

Personal data protection

In 2025, a Working Instruction on the Collection, Processing, and Protection of Personal Data of KMG Employees was developed. Its purpose is to ensure the protection of staff rights. This document complies with the requirements of the Labour Code of the Republic of Kazakhstan and adheres to the following principles:

1. observance of the constitutional rights and freedoms of individuals and citizens;
2. legality;
3. confidentiality of restricted personal data;
4. equality of rights for data subjects, owners, and operators;
5. ensuring the security of the individual, society, and the state.

[1] Starting 2024, KMG Group uses the headcount metric. In previous periods, the actual headcount metric was used. As a result, there are differences in historical data on personnel.

Training, development and personnel assessment
One of strategic initiatives for enhancing efficiency in KMG's personnel development is to provide employees with opportunities for retraining and upskilling in promising areas, including petrochemicals, low-carbon development, digitalisation, and IT.

In the reporting period, the average academic training reached 34 hours per employee (2024: 35 hours; 2023: 34 hours). This included 34.8 hours per male employee (2024: 37.5 hours; 2023: 16 hours) and 30.1 hours per female employee (2024: 24.5 hours; 2023: 27 hours). Total expenditure on employee training amounted to KZT 5.2 bln.

In 2025, 22.9% of all KMG Group employees (compared to 36.5% in 2024) underwent a performance evaluation for the reporting period. This included 24.7% of female employees (compared to 28.5% in 2024) and 22.4% of male employees (compared to 38.3% in 2024).

Main focus areas of training and professional development programmes

Artificial intelligence in business: first steps with ChatGPT	Mandatory safety training
Economics and finance	Trainer-to-trainer: artificial intelligence practice (training for internal trainers)
Integrated management systems, ISO and OHSAS standards	Safe driving (OPITO, RoSPA)
Laws and regulations	International standards for safe work practices
Procurement of goods, works, and services and Kazakh suppliers	Certification training
Corporate governance. Project management	Training in blue-collar jobs
Information technologies	Corporate culture and communications
Production (exploration and production, transportation, gas business, refining and marketing, service projects, etc.)	Sustainable development

The Internal Auditor of an Integrated Management System according to the ISO/OHSAS Management Standard course was completed by a total of 156 employees. Training in internal audit according to international standards was provided to 136 employees. The ICA Certificate in Managing Sanctions Risk was obtained by three employees.

A total of 36 employees were trained to obtain international qualifications and certifications under ACCA, CIPD, CFA, CIA, and other programmes.

Key employees at KMG and its subsidiaries and associates in charge of strategic projects are annually certified according to the IPMA and PMI PMBOK international project management standards on an annual basis, with 27 employees certified in 2025.

With the support of Samruk-Kazyna, modular training programmes were implemented in the areas of IR School, HR School, 7-Qadam, and 7-Qadam Master, in which 28 employees of KMG Group participated.

Sustainability training

1. Training related to carbon dioxide capture, storage, and utilisation technologies: seven employees completed an internship at INPEX in Japan under the CCS/CCUS Course Proposal programme
2. CCS/CCUS Technologies Training Programme: six employees received training
3. Methane emissions management: three employees participated in a training session led by technical specialists from the International Finance Corporation (IFC), part of the World Bank Group

Leadership Training Programme

The Company is proceeding with its MANSAP project to develop the Succession Plan for Key Positions within KMG Group for successors in pools A, B, and C. In 2025, a selection process was conducted among over 1 thous. employees of KMG Group, resulting in the following number of successors identified by area:

- exploration and production – 49 successors;
- oilfield Services – 8 successors;
- transportation – 7 successors;
- oil refining and oil products – 595 successors;
- petrochemicals – 2 successors.

Following evaluation and selection, pool A was formed for CEO and CEO-1 positions, and pool B for CEO-2 and CEO-3 positions.

Year of Working Professions

As part of the Year of Working Professions, declared by President of Kazakhstan, KMG held events in which all employees of the Company actively participated:

1. national Enbek Zholy (Labour Path) competitions;
2. Uzdyk Maman professional skills competitions;
3. KMG Skills championship;
4. TurkicSkills professional skills championship with representatives from Turkic-speaking countries (as observers).

Modular training programmes were developed and implemented: KMG Kasip, covering for 12 blue-collar professions and JanAru, designed specifically for women in blue-collar occupations.

New badges were developed and approved: Uzdik Munayshy (Outstanding Oil Worker), Uzdik Munai-Gas Ondeushi (Outstanding Oil and Gas Refiner), Uzdik Tasymaldaushy (Outstanding Transporter), and Enbek Sinirgen Munayshy (Honoured Oil Worker).

For experience sharing, 99 specialists took part in exchange programmes at partner companies, including Tatneft, Uzbekneftegaz, SOCAR, Karachaganak Petroleum Operating, and Tengizchevroil.

ALYP transformation leaders training programme

A presentation of ten projects under the Alyp programme took place in Aktau. The training involved 63 young employees from 13 subsidiaries and associates, who initiated 49 projects, 37 of which are in active implementation.

The projects aim to boost economic efficiency across KMG's operations by improving health and safety, upgrading information systems, and introducing new machinery and technologies. All projects stem from hands-on, experimental work carried out at real production sites.

Potential economic effect (mln KZT/year):
- direct savings – 619.8;
- indirect savings – 368.9.

In 2025, 24 best projects were selected in eight categories:
- Best Invention
- Best Analytical Project
- Best Project Leader
- Best Scalable Project
- Best Low-Cost Project
- Best Project on Occupational Safety and Environment
- Best Project on Work Organisation
- Best Project on Economic Efficiency

The top 20 project participants were sent for experience exchange to partner companies Tengizchevroil, Karachaganak Petroleum Operating, Uzbekneftegaz, Tatneft, and SOCAR, while four participants undertook training under the JCCP programme in Japan.

KMG Kasip upskilling programme

Under this programme, 270 employees from 17 of KMG's subsidiaries received certificates for completing modular training. The graduation event was attended by KMG management, industry veterans, deputies of the Senate and Mazhilis of the Parliament, and representatives of the Ministry of Energy. On the eve of the professional holiday, programme participants were also presented with commemorative badges for the Year of Working Professions.

The training covered 12 professions:
1. oil and gas operator;
2. well testing operator;
3. process unit operator;
4. well servicing operator;
5. process pump operator;
6. maintenance fitter;
7. hoist operator;
8. electric and gas welder;
9. electrician for repair and maintenance of electrical equipment;
10. chemical analysis laboratory technician;
11. assistant driller for well workover;
12. commodity operator.

The training consisted of four modules

1. Professional Module (sections: Lean Manufacturing, Safety Culture, specialised training) – training was conducted in Atyrau at the Apec Training Centre
2. Crew Leadership Fundamentals (NCCER) – assessment and certification: training was conducted in Atyrau
3. Financial and Digital Literacy (sections: Economics of the Oil and Gas Industry, Financial Consequences of Industrial Conflicts, Remuneration, Social Benefits and Allowances, Life and Health Insurance, Personal Finance, Digital Literacy, career guidance) – training was conducted in Aktau
4. Employee Well-being and Health (sections: First Aid in Accidents, Employee Health and Well-being, Preventive Healthcare, Stress Management in Critical Situations) – training was conducted in Astana at the Senate Hall auditorium of Nazarbayev University

Worker to Worker networking

In March, Atyrau hosted a Worker to Worker networking meeting for 40 specialists from KMG subsidiaries. Training sessions covered several key topics: safety when working at height; bolting (hydrotesting); welding technologies.

Participants visited the production facilities of Kazakhstan Petrochemical Industries Inc. and Atyrau Refinery, and the core sample laboratory of KMG Engineering's Atyrau branch to exchange experience and learn advanced practices.

Experience exchanges continued later in the year, with visits to Embamunaigas (12 workers from Ozenmunaigas, September), Karachaganak Petroleum Operating (23 workers from various subsidiaries and associates, October and November), Tengizchevroil (16 workers, September and November), and Tatneft (24 workers in November).

JanAru modular programme for women in blue-collar professions

In the reporting year, nearly 47 women in blue-collar oil and gas roles from 12 KMG subsidiaries and associates completed the JanAru training in Aktau (28–29 April), Almaty (9–11 June), and Astana (1–3 October).

This programme reflects KMG's commitment to empowering and advancing women in blue-collar professions within the oil and gas industry.

Trainees included pumping station operators, reservoir pressure maintenance operators, oil and gas production operators, well testing operators, control panel operators, product handling operators, chemical laboratory technicians, electricians, and cooks.

The curriculum covered women's rights, emotional intelligence, family values, lean and ecological thinking, and digital and financial literacy.

Zheti Qadam modular programme for nurturing young leaders

Under the Zheti Qadam modular programme for young leaders:
1. Two out of seven participants were selected for the **7 Qadam Master** programme and are now being mentored. In September 2025, two participants travelled to Daqing, China, for experience exchange, followed by a trip to a championship in Yekaterinburg (Russia) in November.
2. In the **7 Qadam Pro** programme, four participants defended their projects, with one of them being selected.
3. 28 participants in the 7 Qadam Hub programme prepared 28 projects, seven of which were selected.

Corporate culture, communication system, trade unions

Company-wide events

KMG Skills professional championship

As part of the Year of Working Professions, KMG hosted a professional skills championship for employees of its subsidiaries and associates.

Around 100 participants from 19 companies competed across 12 trades: oil and gas production operators, well testing operators, oil treatment operators, process unit operators, chemical laboratory technicians, electricians, electric and gas welders, instrumentation and automation fitters, process equipment maintenance fitters, compressor unit operators, process pump operators, and lathe operators.

In December 2025, 12 winners took part in an experience exchange visit to Bukhara Refinery and Shurtan Gas Chemical Complex, both part of Uzbekneftegaz.

KMG sports competition

Held from 20 to 24 July 2025 and dedicated to the Year of Working Professions, the KMG sports competition brought together more than 700 employees from 30 KMG subsidiaries and associates. They competed in futsal, volleyball, basketball, table tennis, archery, chess, esports, swimming, togyzkumalak, arkan tartu (tug-of-war), arm wrestling, and asyk atu.

The top three places in the team standings were as follows:
- 1st place – KazTransOil (13 gold medals);
- 2nd place – Ozenmunaigas (2 gold, 3 silver, 3 bronze medals);
- 3rd place – Atyrau Refinery (1 gold, 4 silver, 1 bronze medals).

Winter sports competition

In February 2025, Astana hosted the first winter sports competition for Samruk-Kazyna Group employees. After two days of ice hockey, the KMG team emerged as champion.

At a ceremonial event on 14 March 2025, held to mark the Amal holiday, the head of KMG presented letters of appreciation to the winning hockey team.

Charity marathon
Dedicated to the Year of Working Professions, the Munaily Marathon 2025 charity run drew 1 thous. participants – employees of KMG and its subsidiaries, professional athletes, and residents of the Mangistau Region – who ran 5 km or 10 km.

All proceeds supported the Balaqay rehabilitation centre in Zhanaozen, which helps children with special needs.

KMG has a long-standing commitment to promoting mass sports, supporting charitable causes, and implementing social projects across its regions of operation.

SK Esil Fest humour festival
In September, Astana hosted the finals of the SK Esil Fest: Samruk Battle humour festival, held as part of the Year of Working Professions. Representing KMG in the humour battle, a team from Ozenmunaigas demonstrated their wit, stage presence, and team spirit – and took first place.

Unified internal communications system

KMG Group has established and continues to develop a unified internal communications system designed to boost employee engagement, strengthen corporate culture, and maintain a stable social climate.

The system now covers 24 subsidiaries and associates, where permanent feedback channels are in place, including:

- personal meetings between employees and top executives;
- corporate digital communication channels;
- interaction through trade union organisations.

Of the issues raised, over 80% of issues are resolved at subsidiaries and associates, about 15% are escalated to KMG's Corporate Centre, and less than 5% require cross-functional review or inclusion in medium-term action plans.

Feedback received through internal communications informs initiatives to improve employees' social and living conditions. More than 60% of such initiatives are developed stem from workforce the submissions and proposals.

Through the internal communications system, KMG held over 50 meetings with young employees and specialists in 2024 and 2025, reaching more than 2 thous. staff members. These meetings help drive employee engagement and prevent social tensions.

The practice of top executives holding personal meetings with employees is now embedded across all KMG Group organisations, enabling swift review of submissions and increasing trust within the teams.

KMG Group uses a range of feedback tools, including blogs of top executives, corporate portals, newsletters, and messengers. These ensure timely communication of management decisions and give employees direct access to leadership.

Ongoing social dialogue with trade unions in all subsidiaries and associates helps align on social and labour matters and supports social stability.

Video announcements, corporate media, digital channels, and information boards keep employees informed, while regular corporate and sporting events foster team cohesion and a unified corporate identity across all KMG subsidiaries and associates.

Working conditions for employees

KMG Group takes a systemic approach to improving working and leisure conditions. Matters related to employee accommodation and catering are addressed in the subsidiaries' and associates' social stability improvement plans. To strengthen these efforts, all KMG subsidiaries and associates developed their own road five-year roadmaps (2023–2027) focused on enhancing working and leisure conditions for personnel.

In 2025, the subsidiaries' and associates' plans scheduled improvements to 275 social and welfare infrastructure facilities, with a total allocated budget of over KZT 21 bln. Of these, 190 facilities were completed; the remaining 85 are expected to be finished in 2026.

Trade unions

The Company engages with trade unions through the framework of social partnership established by labour laws at both industry and regional levels. The Industry Agreement for the Oil and Gas, Oil Refining and Petrochemical Sectors of Kazakhstan sets out the main parameters for industry-level engagement – covering social guarantees, labour management, remuneration, employment, gender and youth policy, health and safety, and labour conflict prevention and resolution. KMG and its enterprises were actively involved in drafting the Agreement.

Currently, 30 trade unions operate within KMG Group, protecting the interests of over 35 thous. employees.

At the regional level, there are regional social partnership commissions that handle regional employment and health and safety matters, along with specific collective labour disputes. All KMG Group subsidiaries and associates have reconciliation commissions up and running.

KMG strictly adheres to the Industry Agreement for Social Partnership in the Oil and Gas, Oil Refining and Petrochemical Sectors of Kazakhstan for 2023–2025, implementing the stipulated social guarantees, obligations related to remuneration, employment, and labour protection, and mechanisms for constructive dialogue with employee representatives. During the reporting period, KMG also actively participated in preparing and negotiating the new Industry Agreement for 2026–2028, putting forward proposals to balance the interests of social partners, strengthen corporate resilience, and maintain social stability among employees. The 2026–2028 Industry Agreement was approved by the Industry Commission for Social Partnership and Regulation of Social and Labour Relations on 29 October 2025.

The Company implements the Agreement's key provisions to improve social protection of employees, reinforce the role of trade unions, and ensure safe and healthy working conditions. In line with industry remuneration principles, KMG subsidiaries and associates fully comply with the established minimum inter-grade coefficients and the minimum monthly wage rate for first-class workers.

To maintain ongoing dialogue with trade unions, the management of KMG and its subsidiaries hold regular meetings with enterprise trade unions to address the most pressing issues related to the implementation of the collective bargaining agreement, labour discipline, employee requests, health and safety, social benefits and compensations, and other socially important matters.

Retiree support programme at KMG

Under its collective bargaining agreements, KMG fulfils additional obligations to provide social support for non-working retirees. Upon retirement and throughout their post-employment years, former employees receive comprehensive financial support, including financial aid on national and state holidays and anniversaries, and subsidised sanatorium treatment vouchers, among other benefits.

In 2025, KMG's spending on support for non-working retirees exceeded KZT 3.4 bln.

Youth engagement
KMG continues to develop its training and upskilling programmes, with a strong focus on blue-collar professions and emerging high-demand roles, including those in the petrochemical industry. Today, KMG Group employs 13.5 thous. young specialists.

As part of the Year of Working Professions declared by the President of Kazakhstan, a three-day youth training forum brought together 214 young professionals from 32 KMG subsidiaries and associates. Participants explored advanced production management techniques through real-world case studies, deepened their understanding of key technological trends, including digitalisation and artificial intelligence, and developed leadership and teamwork skills.

Dual education initiatives are ongoing, with memoranda and agreements signed between educational institutions and KMG enterprises. Students are assigned company mentors who share professional knowledge and guide them through practical training. Mentors themselves receive ongoing support through internal programmes and training offered by the Atameken National Chamber of Entrepreneurs. To date, 39 students have been hired under the programme, with another 352 currently in training.

Collaboration between educational institutions and KMG enterprises remains strong. Employees of KMG subsidiaries and associates contribute to the development and review of curricula, participate in graduate certification, and serve on the college industry council. To facilitate knowledge exchange, experienced professionals from KMG enterprises deliver lectures and masterclasses for students, while teachers and vocational trainers undertake internships at Group facilities. Currently, 800 students are completing work placements at KMG enterprises, with the most active among them taking part in the Company's volunteer initiatives.

KMG actively supports young blue-collar workers by engaging them in youth forums, sports competitions, marathons, humour contests, and meetings with oil and gas industry veterans.

KMG uses podcasts, social media, and videos to raise the profile of blue-collar professions and honour the man of labour.

The Zhas Maman programme designed to attract and develop young talent at Atyrau Refinery continues to yield results. In 2025, one new student was selected, and six continue their training, four of whom are expected to graduate in 2026.

KMGE School trains niche specialists for KMG Engineering. Selection is open to bachelor students who have completed their first (technical and vocational background) or second (secondary education background) year. Graduates receive a certificate and commit to working at KMG Engineering for at least three years. Ten students remained enrolled in the programme in 2025.

The Intern programme provides training in three occupations: process unit operator, process pump and compressor operator, and instrumentation and automation fitter. To date, 69 interns have been hired by Atyrau Refinery.

Through a partnership with Tecnicas Reunidas (TR) – one of the EPC contractors for the pyrolysis unit at the future Silleno polyethylene plant in the Atyrau Region – students from Kazakhstan have begun engineering training in Spain. The Spanish company runs the programme to attract to attract Kazakhstan's talent in engineering and project management.

Results to date:
- 120 graduates;
- training in design and engineering;
- 31 graduates have completed their training;
- 22 graduates have received job offers on TR-led projects.

In 2025, 14 KMG subsidiaries and associates provided financial support to 2,691 university students. KMG Group also maintains ongoing engagement with universities and technical and vocational education institutions across Kazakhstan to organise student work placements and pre-graduation internships. In 2025, a total of 2,272 students undertook internships at 23 KMG Group companies.

Social support for employees

Collective bargaining agreements

KMG actively engages in negotiations with its employees on developing, amending and supplementing collective bargaining agreements. We strictly adhere to negotiation timelines, facilitate joint commission operations, provide all necessary information, and rigorously uphold collective bargaining agreements.

Under labour laws, every employee has the right to participate through their representatives in collective negotiations and agreement drafting, as well as to review the signed collective bargaining agreement.

The Company in no way restricts the right to freedom of association and collective bargaining by type of activity or location. As a socially responsible company, KMG fully endorses these fundamental rights and creates a favourable environment for employees to exercise their freedom of association.

To maintain social stability among KMG Group's employees, we implement comprehensive measures designed to prevent employee discontent and tension. These proactive steps allow us to effectively manage a workplace environment and ensure uninterrupted production processes.

A key factor of social stability among KMG staff is social support for employees.

In 2025, a total of 27 KMG Group companies had in place collective bargaining agreements providing over 70 distinct types of social support benefits for employees, their families, and non-working retirees. The companies that have not adopted collective bargaining agreements rely on their internal documents to govern their employee support activities.

In 2025, collective bargaining agreements covered 41,357 KMG Group employees.

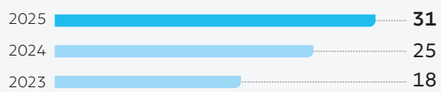
Employee support measures

KMG subsidiaries in the Mangistau, Atyrau, Aktobe, Kyzylorda, and Pavlodar regions provide their full-time employees social benefits. including:
- health improvement benefits accompanying annual leave;
- voluntary health insurance for employees and their families (medical care / compensations for medications and dentistry);
- vouchers for employees under regular medical observation;
- reimbursement of sanatorium treatment costs following preventive health check-ups;
- financial aid for employees facing difficult life situations (treatment, surgeries);
- financial support for employees who participated in the Chernobyl NPP disaster cleanup, those affected by Semipalatinsk nuclear testing, veterans of the Afghan and Tajik-Afghan wars, and persons with status equivalent to Great Patriotic War veterans;
- payments for employees recognised as disabled (due to work-related injury);
- additional temporary disability benefit;
- financial assistance for employees with disabilities;
- occupational disease allowances paid until recovery or established disability;
- financial support for employees on parental leave until the child reaches 18 months;
- annual financial assistance for employees raising a child with a disability;
- maternity leave payments;
- allowances upon reaching retirement age;
- payments for early retirement;
- reimbursement of medical treatment and medication costs;
- financial assistance for holidays and anniversaries, sanatorium treatment, etc.
- other benefits for employees and their families.

In 2025, KMG continued to streamline collective bargaining agreements to establish a unified voluntary social benefits system across its facilities and apply transparent principles and approaches in determining and distributing benefits based on each facility's financial capabilities.

All social payments and guarantees under collective bargaining agreements were honoured and disbursed in full across KMG Group in 2025. In total, KMG provided KZT 31 bln in social support for employees and non-working retirees in the reporting period.

Social support for employees[1] , KZT bln



Distribution of social support for KMG employees

Indicator	%
1. Social benefits for employees' health improvement and recreation	20
• medical insurance	
• employee recreation	
• sports and physical exercise	
• subsidised temporary disability certificates	
2. Social benefits for employees' families:	13
• childbirth	
• child recreation	
• kindergarten	
• purchase of school supplies	
3. Financial assistance to non-working retirees	7
4. Other types of social support	60

In 2025, a total of 3,326 employees of KMG Group received state, departmental and other awards in recognition of their outstanding contributions:

- state awards – 84 employees;
- professional awards (from Samruk-Kazyna and KMG) – 1,794 employees;
- other awards (from ministries, associations, enterprises, etc.) – 1,448 employees.

[1] The calculation includes consolidated companies with a shareholding of 51% or more.

Occupational safety

Occupational health and safety

As one of the industry leaders in the Republic of Kazakhstan, KMG places a strong emphasis on health and safety of its employees and local communities across its footprint. According to our employees, the Company creates safe working conditions and complies with the highest standards to ensure health and safety at the workplace.

KMG's leadership takes an active role in managing occupational safety matters.

In January 2025, Astana hosted the 9th Annual Forum of CEOs of KMG Subsidiaries, themed Leadership in Developing a Safety Culture. The event brought together Askhat Khassenov, Chairman of KMG's Management Board, heads of the Company's subsidiaries, and representatives of major oil and gas companies – North Caspian Operating Company, Tengizchevroil, and Karachaganak Petroleum Operating. Participants discussed industrial safety, occupational health, and environmental protection.

In December 2025, an HSE Forum was held for heads of health, safety, and environment departments from KMG's subsidiaries and associates, focusing on occupational health and industrial safety. The event, held under the motto "Unified HSE Team", served as a platform for in-depth analysis of systemic issues and the development of a safety roadmap. Attendees included KMG's top executives Askhat Khassenov and Kurmangazy Iskaziyev, representatives from over 30 KMG subsidiaries, and industry experts. Forum participants discussed ways to reduce workplace injuries, improve safety culture, and shared experiences in implementing digital solutions.

2025 highlights

In 2025, the number of accidents showed positive dynamics compared to 2024, decreasing from 21 to 20 cases, or by 5%. However, the number of work-related injuries remained at the previous year's level, with 21 employees affected.

The number of road traffic accidents remained unchanged from 2024, with six cases recorded. No fires were registered in 2025, as was the case in 2024.

One fatal work-related accident occurred in 2025. During repair work at Ozenmunaigas, a furnace burner fell onto a maintenance fitter, causing severe injuries from which he subsequently died. Under the collective bargaining agreement, the victim's family received financial assistance from Ozenmunaigas.

The investigation revealed that the accident resulted from the victim's gross negligence, violation of occupational health and safety rules, and inadequate workplace arrangements. Corrective measures included safety briefings, awareness sessions, revision of technological regulations to incorporate safe work practices (communicated to all employees), updating safety and occupational health instructions (also communicated to all OMG employees), and implementation of an electronic permit-to-work system for high-risk operations.

Key highlights	Unit	2023	2024	2025	Change 2025/2024	%
Accidents	Number of accidents	28	21	20	–1	–5
Number of injuries	People	29	21	21	–	–
• including fatalities	People	2	1	1	–	–
Road accidents	Number of accidents	19	6	6	–	–
Fires	Number of accidents	0	0	0	–	–

Accident and fatality rates

Indicator	2023	2024	2025	IOGP[1]
Lost Time Incident Rate (LTIR), per mln person-hours	0.30	0.22	0.21	0.21
Fatal Accident Rate (FAR), per 100 mln person-hours	2.11	1.03	1.01	0.57

Process safety management

During the reporting period, KMG Group worked across all its entities to advance approaches to process safety management and enhance the resilience of production operations. The key focus is on establishing a unified management and methodological framework that ensures coordinated action between the Corporate Centre and subsidiaries and associates, while applying consistent approaches to assessing and mitigating process risks.

An important area of work is refining and further developing the target model for process safety management (PSM). Plans include the systematic strengthening of the management of change (MOC) system and the development of the process safety information (PSI) base as foundational elements ensuring the controllability of operational changes, the relevance of technical data, and the transparency of management decisions.

In 2026, the focus will be on developing organisational mechanisms to implement process safety initiatives, including:

- enhancing project management;
- aligning roles and responsibilities of process participants;
- establishing sustainable communication channels between the Corporate Centre level and production sites.

This approach will improve the predictability of task completion, the quality of control, and the timeliness of management decisions when implementing changes and measures that affect the level of process risks.

Strengthening personnel competencies will remain a distinct priority. During the year, training practices will be expanded to cover key process safety principles and tools, including change management and hazard identification and analysis.

In terms of information support, further work is planned to enhance the management of technical and organisational information used in process safety decisions. Priority will be given to improving the orderliness, accessibility, and relevance of data needed for accurate risk assessment and decision-making during changes, as well as to strengthening how this information is used in production processes. This will involve developing key databases and registers to ensure systematic recording and analysis of information:

- a process risk register – a database for risk assessment and classification;
- an incident register – a system for recording and analysing incidents to prevent their recurrence.

Overall, these measures are designed to strengthen a unified approach to process safety, improve process controllability, increase the maturity of key practices, and build sustainable competencies. This will consistently reduce the likelihood of serious process incidents and enhance the reliability of production operations across KMG Group.

Health and safety training

In 2025, as part of the 2025–2027 HSE Improvement Roadmap for KMG Group, 56,046 employees from KMG Group and contractor organisations underwent training. Beyond the mandatory programmes required by Kazakhstan's legislation, this included international health and safety courses such as NEBOSH, IOSH Managing Safely, ISO 45001, HACCP, Defensive Driving, and others.

To strengthen safety culture and build professional competencies, 2,985 line managers from subsidiaries and associates completed the Effective Workplace Briefing course in 2025. Developed jointly with KMG Engineering, the programme covers delivering effective briefings, applying the permit-to-work system, assessing occupational risks, and intervening in unsafe acts and conditions under the Qorgau programme.

During the reporting year, 7,016 employees completed an online course, Danger Zone: Principles of Safe Interaction with Equipment, also developed with KMG Engineering. The training helps reduce occupational risks and embed sustainable safe behaviour at hazardous production facilities.

Transport safety

In 2025, the Travel Management project achieved full digitalisation of key transport management processes at oilfield service subsidiaries and associates (Oil Services Company, Oil Transport Corporation, and Oil Construction Company). During the reporting period, the transport and special machinery request module was launched, with automated demand planning, dispatch scheduling and implementation, and real-time monitoring of vehicle and driver availability. Integration with GPS systems enabled real-time vehicle tracking with incident alerts related to traffic safety, speeding, harsh braking, and acceleration. Basic analytical tools were introduced, giving employees real-time visibility into request volumes, fulfilment rates, fleet utilisation, and machinery usage. Functional prototypes for Trip Tickets and Repairs modules were developed and approved, enabling end-to-end tracking of trips, mileage, and vehicle condition, with subsequent integration into accounting systems.

In 2026, the Travel Management project will be rolled out to the production assets of Karazhanbasmunai, Mangistaumunaigaz, and Ozenmunaigas, including core modules such as electronic transport requests, dispatch schedules, and an analytical dashboard.

To promote seatbelt use, two Convincer crash simulators[1] were purchased in 2024 for Kazakhoil Aktobe and Embamunaigas. In the reporting period, KMG Group had a total of five Convincers across KazTransOil, Ozenmunaigas, Oil Transport Corporation, Kazakhoil Aktobe, and Embamunaigas. As part of the 2025 campaign to stop road accidents, practical Convincer demonstrations engaged 22,394 employees from subsidiaries, associates, and contractor organisations.

[1] Available IOGP figures for 2024 (https://www.iogp.org).

[1] A Convincer is a crash simulator that enables participants to safely experience the force of a frontal crash at speeds up to 10 km/h.

Fire safety
No fires occurred at KMG's facilities in 2025.

To strengthen fire safety at its subsidiaries and associates, KMG developed and approved the 2025–2027 HSE Improvement Roadmap. Fire prevention activities were carried out throughout the year under the Roadmap, along with scheduled fire drills at all subsidiaries and associates.

Pursuant to a quadripartite Memorandum of Cooperation on Emergency Prevention and Response signed by the State Oil Company of Azerbaijan, KMG, Tatneft, and Uzbekneftegaz, drills were held on 29 August 2025 to practise responding to a well fire with casualties at Embamunaigas. The drills involved personnel and resources from the State Fire Service of the Atyrau Region Emergency Situations Department under Kazakhstan's Ministry of Emergency Situations as well as delegations from foreign countries.

Additional drills were conducted to practise extinguishing a simulated fire in a vertical steel oil storage tank at Caspi Bitum, with participation from Samruk-Kazyna representatives and the Mangistau Region Emergency Situations Department.

KMG's Corporate Centre held two fire drills in 2025, involving evacuation and simulated building fire suppression.

Throughout the year, subsidiaries and associates received methodological support and guidance on fire safety management via letters addressing enhanced fire protection measures during fire-hazardous, heating, and holiday periods, along with clarifications of fire safety regulations.

HSE interaction with contractors
In 2025, as part of the 2025–2027 HSE Improvement Roadmap, KMG Group implemented a series of measures to strengthen HSE performance among its contractor and subcontractor organisations. These measures were informed by incident analysis in the Upstream and Oilfield Services business segments, which carry elevated operational risks.

Key priorities included clarifying responsibility allocation, establishing measurable KPIs, classifying work by risk level (low, medium, high), and introducing safety-specific KPIs for contractors.

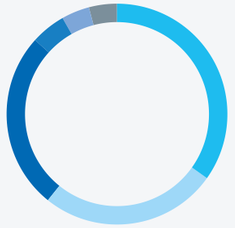
To strengthen oversight over engagement with contractors, mechanisms were developed to enhance the role of contract administrators, line managers, and HSE departments in:
- conducting internal audits of contractor and subcontractors;
- analysing root causes of incidents and non-conformities;
- developing and monitoring corrective actions.

At the November 2025 HSE Forum – attended by contractor leadership, subsidiary and associate CEOs, and contract administrators from the Upstream and Service business segments – key management and communication priorities were defined to foster a partnership approach to industrial safety and increase contractors' accountability for their performance.

During the year, KMG's Corporate Centre audited 18 subsidiaries and associates to assess their HSE engagement processes with contractors, issuing 824 recommendations for improvement at both contractor organisations and the subsidiaries and associates themselves. A total of 5,883 industrial safety inspections of contractor operations at KMG subsidiaries, associates, and branches were also conducted.

An assessment of contractor HSE performance in 2025 showed that industrial incidents were most frequent in well drilling and well servicing (35%), followed by service operations (26%) and transport services (26%).

Contractor incidents by type of service provided, %



- 35 Well drilling and servicing
- 26 Transport services
- 26 Service operations
- 5 Security services
- 4 Production and construction
- 4 Laboratory services

Contractor injury, fatality, and motor vehicle crash rates

Indicator	2023	2024	2025	IOGP[1]
Lost Time Incident Rate (LTIR), per mln person-hours	0.36	0.32	0.45	0.24
Fatal Accident Rate (FAR), per 100 mln person-hours	12.0	3.86	10.38	0.84
Motor Vehicle Crash Rate (MVCR), per mln km travelled	0.28	0.05	0.07	0.03

[1] Available IOGP figures for 2024 (https://www.iogp.org).

Digitisation of HSE processes
In 2025, KMG continued developing TUMAR, an automated intelligent industrial safety system for preventing incidents and reducing the negative impact on employees when carrying out hazardous operations, including underground well servicing.

A pilot launch of the TUMAR automated information system was conducted in January 2025 across ten well workover and servicing crews at the Zhetybai and Kalamkas fields (operated by Mangistaumunaigaz) within Oil Services Company. All three modules operated as intended during the pilot.

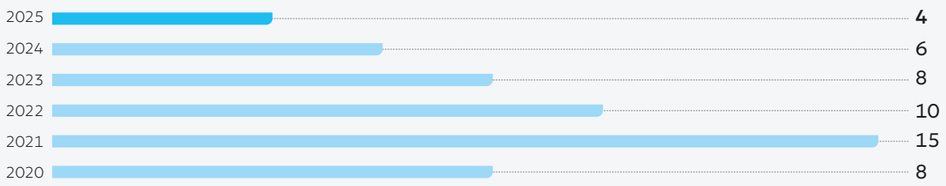
Work is now underway to deploy the system to 60 well workover and servicing crews at the same fields within Oil Services Company.

In 2026, the project is scheduled for rollout at Ozenmunaigas, OzenMunayService, Karazhanbasmunai, and Embamunaigas.

Occupational health and hygiene
KMG manages occupational health and hygiene in line with Kazakhstan's laws and international standards governing occupational health, hygiene, and industrial sanitation. The Company pursues an active policy to protect and improve the health of its employees involved across all production processes.

In 2025, non-work related fatalities among employees of KMG's subsidiaries and associates decreased by four incidents, or 33%, compared to 2024. Cardiovascular disease remained the primary cause.

Fatalities not related to labour activities



KMG's 2025–2027 Corporate Wellness Programme Action Plan focuses on raising the quality of medical and emergency care at production facilities and implementing wellness initiatives for employees across the Group.

The Action Plan addresses four key areas:
- prevention of occupational diseases, management of risk factors, and employee health monitoring;
- comprehensive health improvement measures;
- measures to improve working conditions;
- sanitary education and awareness activities.

A working group of specialists from KMG's Corporate Centre and its subsidiaries and associates and associates conducts comprehensive audits to monitor compliance with corporate standards.

In 2025, a total of 21,546 employees from subsidiaries and associates have been trained in first aid skills to reduce the risk of fatalities at production sites.

Under the Regulations on Emergency Medical Care, 1,633 medical drills (Levels 1, 2, and 3 of the Emergency Medical Response Action Plan) were held at production facilities, including drills involving on-site contractor employees.

The Company continued deploying automated medical examination hardware, introducing 69 units at its subsidiaries and associates in 2025.

At Embamunaigas, a project introducing wearable medical devices is underway to enable early detection of chronic disease risk factors, improve patient monitoring, and reduce unplanned hospitalisations. With both social and economic benefits, the technology encourages healthier lifestyles, lowers healthcare costs, and supports evaluation of broader deployment feasibility.

At the Alibekmola field, Kazakhoil Aktobe is piloting an intelligent medical system featuring an automated examination unit with pupillometry and equipment for preparing oxygen cocktails. The system performs automatic hourly measurements, alerts on deviations, enables remote monitoring, and integrates with HealthLink and Trust Me platforms.

At Atyrau Refinery, a pilot project is underway to introduce an HACCP-compliant food safety system. A working group has been established, and an action plan developed, to implement a food safety management system meeting the requirements of ST RK ISO 22000-2019 in the refinery's canteens.

Supplier relations

The key principles of KMG Group's procurement activities include compliance with laws and internal requirements, transparency of procurement procedures, promotion of fair competition, and provision of equal opportunities for counterparties. At the same time, KMG implements a number of initiatives in procurement to support domestic manufacturers as part of the Programme to Promote the Modernisation of Existing and Creation of New Production Facilities.

Procurement management at KMG companies is governed by two documents:

1

the Law of the Republic of Kazakhstan On Procurement by Certain Quasi-Public Sector Entities. The law sets out the key principles and conditions of procuring goods, works, and services required for the business and statutory operations of companies from the quasi-public sector, including those owned by Samruk-Kazyna.

2

the Procedure for Carrying out Procurements by Joint-Stock Company Sovereign Wealth Fund Samruk-Kazyna and Companies Where JSC Samruk-Kazyna Directly or Indirectly Holds Fifty or More Percent of Voting Stock (Equity Stake) on the Right of Ownership or Trust Management. The procedure sets out key procurement principles and approaches, the general procurement management procedure, procurement management competence of the Fund and the Fund's operator for procurement, main requirements for procurement processes, the definition of applicable procurement methods, and grounds for the application of single-source procurement, while also specifying the procurement processes related to procurement category management, procurement planning, supplier selection and management, and management of supply contracts.

To maintain and enhance transparency and efficiency in line with the most advanced international procurement standards and technologies, KMG Group uses the E-Procurement IT System portal (the "E-Procurement IT System") providing unhindered access (with certain exceptions, primarily related to state secrets) to procurement information to all stakeholders and ensuring equal opportunities for all participants in the procurement process.

The E-Procurement IT System enables automation and standardisation of all procedures within the procurement cycle (from planning to contract management) to cut the time needed to perform relevant tasks and reduce human factor. E-procurement facilitates market access and thus contributes to improved efficiency, increased competition and reduced administrative burden and operating expenses.

Apart from the E-Procurement IT System, procurement entities can purchase goods (with a threshold of up to 20 thous. MCI (Monthly Calculation Index)) of specific brands and models from certain manufacturers online at www.skstore.kz using the list of goods categories approved by the Fund's Management Board.

In addition to the public dissemination of information on procurement procedures and procurement contracts, including details of invitations to bid and the terms and conditions of contracts, the E-Procurement IT System envisages the advance establishment of requirements for participation in a competitive procurement, including selection criteria, bidding rules and publication thereof, while ensuring an efficient internal control system, including challenging the results of procurement in case of non-compliance with the rules or procedures established by regulations.

Total procurement volume
The total procurement volume in 2025 under the annual procurement plan amounted to KZT 1,299 bln net of VAT. Reducing supplies from a single source and increasing the share of competitive procurement play an important role in KMG's procurement activities. Competitive procurement includes open tenders, requests for quotations, e-procurement, and commodity exchanges.
In 2025, the amount of competitive procurement under the annual procurement plan for KMG Group totalled KZT 626 bln (48%), which demonstrates KMG's commitment to ensuring fair competition and sustainability. Non-competitive single-source procurement is made in exceptional cases where it is impossible to procure goods on a competitive basis.

Competitive procurement, KZT bln, net of VAT[1]

Year	Goods		Works and services		Total	
	Amount	Share, %	Amount	Share, %	Amount	Share, %
2022	237	23	275	26	512	49
2023	302	25	320	26	622	51
2024	258	22	335	29	593	51
2025	285	22	341	26	626	48

Total volume of goods, works and services supplied, including long-term procurement contracts, and share of local content[2]

Year	Goods		Works and services		Total	
	Total amount, KZT bln	Share of local content, %	Total amount, KZT bln	Share of local content, %	Total amount, KZT bln	Share of local content, %
2020	472	71	1,354	86	1,826	82
2021	273	57	943	85	1,216	78
2022	410	58	1,290	90	1,700	82
2023	1,142	76	1,932	90	3,074	85
2024	1,347	83	2,303	91	3,650	87
2025	1,318	70	2,277	90	3,595	83

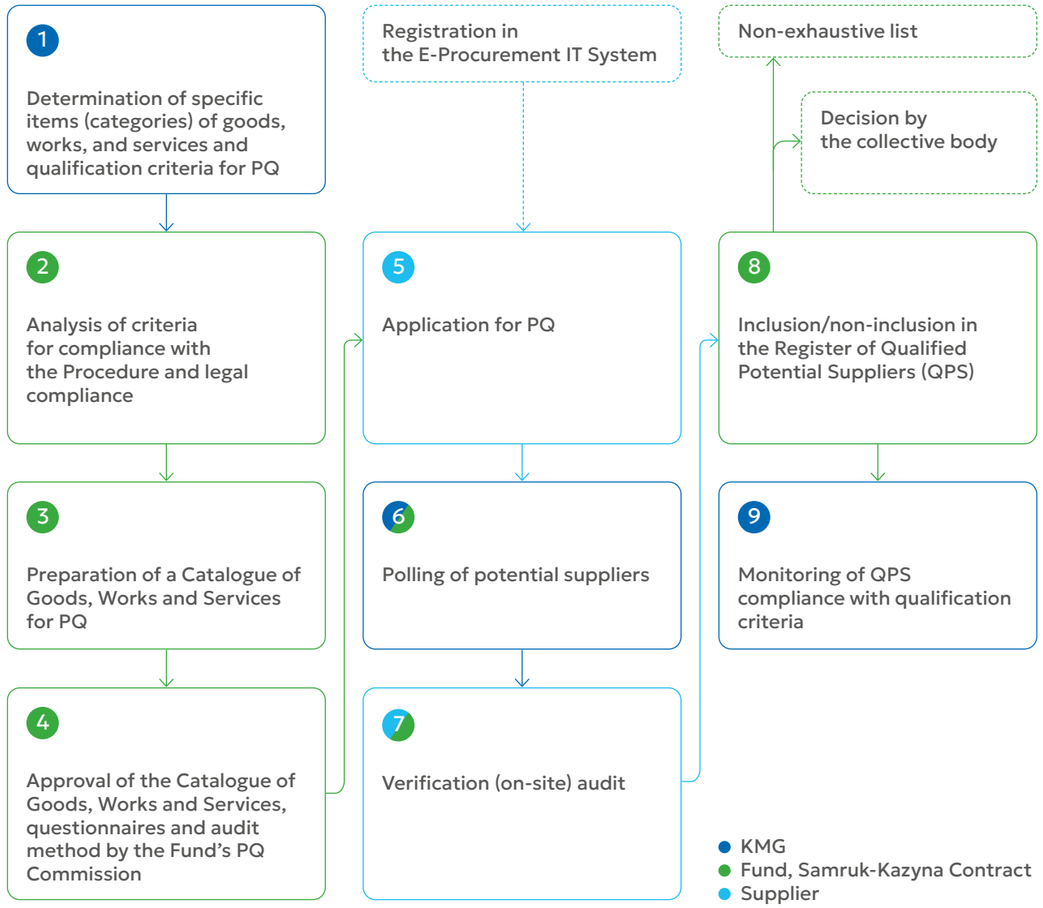
Pre-qualification of potential suppliers
Continuous improvement in procurement with a focus on the requirements and standards applied in Kazakhstani and international practices is one of KMG's priorities. Pre-qualification of potential suppliers is an effective tool for addressing this need.

Pre-qualification (PQ)[3] is the questionnaire- and audit-based process of evaluating potential suppliers for compliance with the qualification requirements defined in accordance with the Procurement Procedure.

The key objectives of PQ are to identify qualified suppliers selected on the basis of formal criteria, and to improve procurement efficiency with respect to the goods, works, and services sourced for the needs of the Fund's portfolio companies.

1 Competitive procurement includes open tenders, requests for quotations, e-procurement, and commodity exchanges.
2 Total volume of procured goods, works and services, including long-term procurement contracts, takes into account procurements conducted under special procedures.
3 After completion of the PQ procedure and subject to the approval by the qualification body's commission, potential suppliers are included in the Register of Qualified Potential Suppliers publicly available at Samruk-Kazyna's procurement portal.

PQ procedure



KMG is among the most active of the Fund's portfolio companies in advancing pre-qualification. KMG has developed qualification criteria for 44 of the 78 PQ categories approved by the Samruk-Kazyna PQ Commission for portfolio companies, representing 56% of all PQ categories.

An additional three categories, developed by Samruk-Kazyna Contract for all portfolio companies (including KMG's subsidiaries and associates), have also been approved.

To date, the Fund's PQ Commission has approved 47 categories of goods, works and services that can be procured by KMG's subsidiaries and associates through open tenders among bidders pre-qualified in line with the PQ procedure.

Qualification criteria for a further seven PQ categories of goods, works, and services, developed by KMG in 2025, are currently under review by the Fund's PQ Commission pending approval.

Category-based procurement
Procurement category management is the process of developing a comprehensive approach to reducing costs associated with procurement and the use of goods, works, and services included in priority categories.

Categorisation implies combining goods, works and services into procurement categories on the basis of common characteristics of procurement items and/or a single market of potential suppliers. Categories may include one or more items of goods, works, and services. Categories characterised by a high cost, criticality, savings potential, and manageability are identified as priorities.

Category-based management helps increase the potential for savings through a more detailed analysis by developing and approving a category-based procurement strategy. This strategy determines an optimal approach to purchasing goods, works, and services based on maximisation of benefits in the long or short term. Category-based procurement should contain goals and objectives, internal and external environment analysis, approaches to procurement category management, requirements for supplier development, calculation of benefits, and an implementation plan.

Category-based management results in significant reduction of the cost of purchase and use of goods, works, and services through strategic planning, a detailed analysis of goods and services to be purchased, and calculations of the total cost of ownership, as well as cross-functional interaction with various business units. This method of procurement is effective in that it provides both quality and a transparent price by engaging reliable manufacturers and suppliers.

Procurement category management includes:
- categorisation of goods, works, and services to be purchased and identification of priority procurement categories;
- development (update) and approval of category-based procurement strategies for priority categories;
- implementation of category-based procurement strategies;
- monitoring of the implementation of category-based procurement strategies;
- supplier development.

Category-based procurement volume and benefits by year, 2018–2025, KZT mln

Indicator	2018	2019	2020	2021	2022	2023	2024	2025
Category-based procurement volume	13,948.38	41,531.68	49,716.04	109,447.54	93,618.92	115,545.23	124,942.2	112,183.33
Category-based procurement benefits	1,565.01	4,101.81	7,011.23	13,109.53	8,435.32	7,534.63	13,368.3	18,296.6

Import substitution
As a company representing the interests of the government in the oil and gas industry, KMG is actively working to promote import substitution in procurement under Law of the Republic of Kazakhstan On Procurement by Certain Quasi-Public Sector Entities (Procedure for the Conclusion and Execution of Off-take Agreements (Programme to Promote the Creation of New Production Facilities) (the "Programme"). The Programme's primary objective is to support private entrepreneurs who launch new production facilities (especially in the regions of operation) and undertake technological upgrades to manufacture currently imported products sought by Samruk-Kazyna Group.

Off-take agreements provide for the implementation of import substitution projects with a condition precedent stipulating the purchase and delivery of goods to be manufactured in Kazakhstan.

As of 31 December 2025, KMG's subsidiaries and associates entered into 124 off-take agreements for a total of KZT 16 bln.

Off-take agreement procurement

Year	Number	Amount, KZT mln[1]
2019	10	270
2020	41	686
2021	49	388
2022	56	791
2023	64	1,687
2024	137	58,688
2025	124	16,031

Under paragraph 6 of the Nationwide Action Plan to implement the Address of the Head of State to the people of Kazakhstan "Economic Course of Fair Kazakhstan" delivered on 1 September 2023, approved by Presidential Decree No. 353 dated 16 September 2023, new KPIs were developed and approved for KMG enterprises to achieve "the share of off-take agreements in the procurement of goods" in the amount of 11% in 2025. In the reporting period, the share of off-take agreements in KMG's procurement was 18%.

Key local content indicators for major projects in 2025

Indicator	Tengizchevroil		NCOC		Karachaganak	
	Total amount	Share of local content, %	Total amount	Share of local content, %	Total amount	Share of local content, %
Total payments for local goods, works, and services	USD 2,543 bln	70	USD 864 mln	70	USD 1.2 bln	61
Spending on local goods	USD 453 mln	11	USD 100.7 mln	17	USD 302.6 mln	18
Spending on local works	USD 845 mln	76	USD 406 mln	81	USD 388 mln	61
Spending on local services	USD 1,245 bln	88	USD 357 mln	73	USD 467.7 mln	88

In-country value share in goods, works, and services procured by KMG Group in 2025[2]

Company	Total	Share of in-country value, %	Goods		Works and services	
			Amount	Share of in-country value, %	Amount	Share of in-country value, %
KMG	KZT 2,253 bln	78%	KZT 547 bln	46%	KZT 1,706 bln	88%

[1] The amount only applies to companies where KMG owns an interest of 50% or more.
[2] Total volume of procured goods, works and services, including long-term procurement contracts, does not take into account procurements conducted under special procedures.

Corporate digitalisation and cyber security

Corporate digitalisation

During the reporting period, KMG continued its systematic digital transformation targeting improved operational efficiency, business process transparency, and production resilience. The key focus was on establishing end-to-end processes, eliminating fragmented IT solutions, and building a unified digital environment across KMG Group.

Electronic work permits
The Electronic Work Permit module was fully implemented, digitalising the issuance, approval, and monitoring of high-risk work, including work on electrical installations.

The solution enables a fully electronic work permit cycle, with automatic assignment of unique numbers, details completion, built-in format and logic checks, and printable forms that visualise digital signatures for on-site handwritten sign-offs. This delivered a 48% improvement in operational efficiency, a 50% reduction in process steps, and a decrease in paper document flow to 89%.

In December 2025, pilot testing was successfully completed at KazTransOil's head oil pumping station (Pavlodar Oil Pipeline Department), confirming the module's readiness for rollout across KMG Group.

Building and automating an end-to-end procurement process
A project was implemented to build and automate an end-to-end procurement process – from needs identification to payment and supplier performance analysis. The target model brings together key procure-to-pay (P2P) stages within a unified digital framework, from demand planning to contract performance, and integrates with financial and warehouse systems.

Procurement processes (needs identification, market research, and planning) were reengineered, with AS-IS and TO-BE models developed and end-to-end processes established. This resulted in a 56% improvement in process efficiency, a 35% reduction in process steps, and a decrease in paper document flow to 91%.

To support these changes, the Price Marketing, Procurement Planning, and Warehouse Accounting system was enhanced, centralised, and rolled out across KMG Group, with the Procurement Planning module implemented in 13 subsidiaries and associates, and the Price Marketing model in 34 subsidiaries and associates. This eliminated duplicate solutions and established a unified corporate approach to procurement.

The unified digital environment enabled consolidation of data from disparate sources, including historical data, improving pricing, procurement planning, and management decision-making while ensuring transparency and equal supplier access. It also laid the groundwork for further scaling of intelligent procurement tools.

AI assistants were introduced to help create and standardise technical specifications, improving the quality of procurement documentation and reducing errors. A corporate AI assistant (chatbot) for reference information was also implemented, providing quick access to up-to-date procurement regulations and standards.

Migration to SAP S/4HANA
A large-scale project is underway to fundamentally upgrade the ERP landscape through reengineering of key business processes and migration to the SAP S/4HANA platform. The project aims to establish end-to-end business processes, improve operational efficiency and transparency, and ensure complete and reliable data for management decision-making in compliance with regulatory requirements.

The conceptual design phase has been completed, with processes reengineered and a target model based on SAP S/4HANA developed. This has resulted in a 73% improvement in process efficiency, a 20% reduction in the number of steps, and a decrease in paper document flow to 40%.

Work is now underway on system configuration and functionality enhancements, functional and integration testing, and preparations for the pilot launch in 2026.

Inventory of information systems within the corporate architecture
As part of corporate architecture development, KMG compiled a list of business processes for the Corporate Centre and conducted an inventory of information systems across the Group. This analysis is informing the development of a target IT architecture aimed at eliminating duplicate and redundant solutions, optimising the licence portfolio, consolidating maintenance contracts, transitioning to open-source and domestic alternatives, and unifying corporate information systems (covering procurement, HSE, the Transport Management Information System, the Contract Record-Keeping System, the TUMAR Automated Industrial Safety System, the ABAI Information System, the corporate portal, the Learning Management System (LMS), and more). The initiative delivered cost savings of **KZT 844 mln** at the Corporate Centre, with a further **KZT 650 mln** identified as potential savings at subsidiaries and associates. This work is now a continuous activity within the corporate architecture framework development.

HR digitalisation
The approach to HR automation has shifted from fragmented solutions to integrated end-to-end digital processes.

- **System integration:** seamless integration was achieved between the Work.kmg.kz recruitment system and the Team.kmg.kz corporate portal, creating a unified digital environment spanning recruitment, hiring, training, and talent pool planning.
- **Artificial intelligence:** the introduction of AI assistants in recruitment streamlined application processing, improved CV analysis, and strengthened the analytical capabilities of HR departments.
- **Future development:** the launch of a unified HR portal and an audit of 32 priority processes have laid the foundation for the next phase of transformation in 2026.

Automation and standardisation (SAP HCM)
The migration to a paperless working environment was implemented on the SAP HCM (Fiori) platform:

- 41 HR forms were automated (covering leave, business travel, timesheets, and orders);
- electronic digital signatures were introduced for both permanent staff and outstaffed personnel;
- result: significant reduction in operational workload, improved data discipline, and greater process controllability.

Data management: Employee Passport project
A single, reliable source of HR data was created at the level of KMG Group and its subsidiaries and associates:

- integration was established with 1C, SAP, and National Information Technologies systems;
- analytical dashboards and data marts were developed;
- value: management now has a tool for making informed decisions based on verified and comparable data.

Corporate services and employee well-being
Mobile solutions were introduced to enhance the employee support ecosystem:

- **KMG Loyalty and KMG Alem –** apps designed to increase engagement, strengthen the corporate benefits system, and support employee well-being.

Cross-functional solutions
Digitalisation has been extended to key production and logistics chains:

- **transport:** the Transport Management Information System and a railcar tracking system for KTZ have been introduced, delivering end-to-end transparency and eliminating paper-based document flow;
- **production:** refinery operations and contract record-keeping have been automated, reducing operational risks;
- **predictive analytics:** AI models have been integrated into the Dispatch Centre Analytical System to forecast oil product balances, strengthening supply chain resilience and fuel market manageability.

The successful presentation of KMG's digital solutions at the Digital Bridge 2025 international forum testified to the high maturity of the Company's IT landscape and its leadership in applying AI within the oil and gas industry.

These initiatives reflect KMG's systematic approach to digital transformation. The technological foundation now in place will enable the Company to move towards large-scale AI implementation and the development of a unified digital ecosystem for KMG Group in 2026, securing long-term business efficiency and competitiveness.

IT Service Management System (ITSM)
As part of introducing a unified centralised IT Service Management System across the Group, KMG rolled it out to eight subsidiaries and associates, with piloting beginning on 8 October 2025. IT service quality is now centrally monitored across 25 subsidiaries and associates. KMG's Digital Development Department, which oversees information technology, provides over 80 IT services to the Group. The current ITSM system covers:

- 25 subsidiaries and associates, with full control and monitoring of all supported IT services (100% coverage);
- 65 subsidiaries and associates, with established control and monitoring of centralised IT services, including technical support for the electronic document flow (Directum) and Automated Master Data Management systems across KMG Group.

KMG Data
KMG Data is an analytical BI platform for digital reporting, designed for operational monitoring of KMG and its subsidiaries.

The system has a three-tier structure:

- situational module – for tracking key production and corporate indicators, with anomaly and deviation alerts to support management decisions;
- reporting module – for monitoring progress against strategic objectives, key performance indicators, and delivery discipline;
- industry reports – for enabling data analysis and informing recommendations.

Reports developed to date cover:

- financial and production metrics of subsidiaries and associates;
- investment projects;
- travel management;
- financial risks;
- minutes of executive and production meetings;
- SDI – social interaction index with trade unions.

Coverage will be extended to all key production and corporate areas.

Automated Master Data Management project
The Automated Master Data Management (AMDM) system eliminates duplicate entries and enhances planning processes, directly contributing to inventory reduction. Centralised analysis of goods, works, and services, combined with inventory balance monitoring, increases operational efficiency and supports more informed decision-making. The system also maintains a centralised directory of business partners (counterparties). In 2025, KMG upgraded to AMDM 2.0. The project is now complete, with the system operational at KMG's Corporate Centre and across 34 subsidiaries and associates for the goods, works, and services directory, and across 36 subsidiaries and associates for the business partner directory. Further functionality expansion and wider subsidiary and associate coverage are under consideration.

AI Assistant project
KMG's AI assistant portfolio comprises specialised digital solutions that automate routine business processes, support content creation and analysis, generate analytical recommendations, function as intelligent chatbots, and automate the minute-taking of meetings.

The portfolio includes the following solutions:

- collective bargaining agreement assistant – for centralised search and data extraction from subsidiary and associate collective bargaining agreements;
- legal assistant – for searching across KMG's regulatory documents, with analytical capabilities for decision analysis and justification;
- meeting minutes assistant – for automatically recording action items, assigning responsibilities, and setting deadlines from online meetings;
- procurement assistant – for analysing technical specifications and comparing functional characteristics of proposed options to optimise procurement.

Key AI assistants are in the final stages of preparation for deployment within the Corporate Centre, with subsequent rollout and scaling to subsidiaries and associates planned.

HSE digitalisation

- **QR tagging:** key equipment is being fitted with QR codes providing instant access to technical documentation and inspection history. The system automatically notifies when scheduled checks are due, preventing operation of faulty equipment.

Safety culture

- **LOTO (Lockout/Tagout):** standards for locking out hazardous energy sources have been introduced, physically preventing accidental equipment start-up during maintenance.
- **Training:** interactive Danger Zone 3D courses have been introduced as mandatory training standard for all employees and contractors.

Cyber security

KMG's information security goals remain ensuring reliable asset protection from external and internal threats, preventing financial and reputational losses, and minimising damage from cyber attacks to maintain uninterrupted operations across KMG and its subsidiaries and associates.

Information security is an ongoing process that adapts to the evolving threat landscape. Given the increasing aggressiveness of the cyber environment in 2025, continuous analysis, audits, and infrastructure security testing are critically important. The large-scale digitalisation of production processes across the extensive structure of complex oil and gas facilities requires particular vigilance, as disruption to technological cycles can have irreversible consequences for both the Company and the national economy. No incidents with critical impact on KMG's production and business continuity occurred during the reporting period.

To achieve its goals, KMG rigorously complies with Kazakhstan's laws and adheres to global best practices. In October 2025, the Company successfully passed a recertification audit by TÜV Rheinland, confirming its Information Security Management System's compliance with ISO/IEC 27001:2022. This attests to the maturity of the Company's processes and demonstrates to stakeholders KMG's commitment to global data security standards.

The information security perimeter covers corporate IT infrastructure, critical information and communication components, and automated process management systems.

Risk assessment and threat monitoring are carried out continuously through the Information Security Operations Centre. In 2025, the load on protective systems increased manifold. Over the 12-month reporting period, the Information Security Operations Centre identified and resolved 2,026 confirmed incidents.

KMG regularly conducts independent cyber resilience assessments, including periodic penetration tests by various cyber security teams to objectively evaluate perimeter security. As part of advancing KMG's defence strategy, Red Teaming techniques are being introduced to identify hidden attack vectors.

The Company prioritises developing a cyber security culture and human-centric protection. All employees now complete training on a specialised platform, with a targeted approach automatically assigning modules to address knowledge gaps identified during practical assessments.

The SOC[1] team runs regular phishing simulations, including those using reverse psychology techniques. A large-scale awareness campaign using neutralised malware (with controlled C2 connectivity) enabled staff to safely experience real-world targeted attack scenarios.

The Company proactively manages cyber threats by implementing innovative technologies. In 2025, several pilot projects were successfully implemented, and preparations began for migrating to an extended detection and response (XDR)[2] system with AI elements. The Zero Trust concept is being actively developed: Privileged Access Management[3] coverage has been expanded, daily rotation of local administrator passwords[4] introduced, and data encryption (BitLocker via TPM[5]) strengthened.

Thanks to this layered defence, KMG repelled over 16 million cyber attacks on its web resources over the 12 months of 2025, reflecting both a manifold increase in external pressure and the high effectiveness of deployed protections.

KMG's management views information security as integral to corporate governance, contributing to the Company's sustainable development and innovative growth.

Looking ahead, KMG will continue to advance its digital sovereignty, refine its Zero Trust strategy, and enhance staff expertise, all in strict compliance with Kazakhstan's laws and international security standards.

1 The Security Operations Centre (SOC) – a dedicated cyber security team providing 24/7 monitoring of IT infrastructure to detect, analyse, and respond to cyber incidents, safeguarding the business against attacks, reducing risks, and maintaining business continuity.
2 Extended Detection and Response (XDR) – a comprehensive cyber security solution that aggregates and analyses data across multiple layers of IT infrastructure to proactively detect, investigate, and automatically respond to sophisticated cyber threats.
3 Privileged Access Management (PAM) – a set of information security solutions for controlling, monitoring, and protecting accounts to prevent data breaches, misuse, and cyber attacks, while ensuring compliance with regulatory requirements.
4 LAPS – Local Administrator Password Solution.
5 Trusted Platform Module (TPM) – the most secure and convenient technology for disk encryption.

#2
Corporate governance

The Company applies best corporate governance practices, maintaining transparency and high standards, which enhances its investment appeal, drives efficiency, lowers risks, and strengthens stakeholder trust.

Corporate governance framework

KMG's corporate governance framework represents the totality of processes ensuring management and oversight of KMG's activities and a system of relations between the shareholders (major shareholders include Samruk-Kazyna, Ministry of Finance (Kazakhstan National Fund) and the National Bank of Kazakhstan), Board of Directors, Management Board and stakeholders.

The roles of KMG's governing bodies are clearly delineated and set out in KMG's Charter.

Corporate governance structure

KMG's corporate governance framework is based on respect for the rights and legitimate interests of KMG's shareholders and key stakeholders – the state, KMG's strategic partners and counterparties (suppliers and customers), investors, and employees, as well as municipalities, local communities, and residents in KMG's regions of operation.

KMG's corporate governance framework is continuously improving to reflect the evolving requirements and standards of national and international corporate governance practices.

The Company's corporate governance framework:

Supreme body
General Meeting of Shareholders

Governing body
Board of Directors reporting to the General Meeting of Shareholders

Executive body Management Board reporting to the Board of Directors

Compliance Service reports to the Board of Directors and aims to ensure compliance with mandatory regulations and global best practices in pursuing anti-corruption policies and building a corporate culture across KMG Group to foster transparency and integrity among its employees, as well as to create a business environment aligned with global best practices, internal policies, and Kazakhstan's laws

Ombudsman an appointee of KMG's Board of Directors, whose role is to advise employees of KMG and its subsidiaries and associates upon request and assist in resolving social and labour disputes, conflicts and issues, as well as to ensure compliance with business ethics principles among employees of KMG and its subsidiaries and associates

Internal Audit Service a centralised body that directly reports to the Board of Directors, controls financial and business operations of the Company and other KMG Group entities related to the Fund pursuant to the Law of the Republic of Kazakhstan on the Sovereign Welfare Fund, appraises internal control and risk management systems, oversees implementation of corporate governance regulations and advises on enhancing KMG's and KMG Group's performance

Corporate Secretary a permanent and independent employee who is neither a member of the Board of Directors, nor a member of the Company's executive body. Corporate Secretary is appointed by and reports to KMG's Board of Directors, and ensures implementation of corporate documents and control over KMG's corporate governance framework within their scope of responsibilities

Development of the corporate governance framework

The Company is committed to best corporate governance practices and recognises high corporate governance standards and transparency as key drivers of investment appeal and operational efficiency, boosting confidence among potential investors, counterparties, and other stakeholders, mitigating the risk of inefficient use of corporate resources and increasing KMG's market value and wealth.

In 2025, KMG's Board of Directors continued its consistent work to strengthen the Company's corporate governance framework, guided by best practices and the requirements of its majority shareholder, Samruk-Kazyna. The key changes approved by the Board in 2025 – including those put forward for approval by KMG's General Meeting of Shareholders – concerned KMG's foundational documents and internal policies.

A revised edition of the KMG Corporate Governance Code was approved in October 2025. The revision consolidated the current principles of shareholder engagement, raised expectations for the effectiveness of the Board of Directors and the KMG executive body, and sharpened the focus on sustainability and ESG matters.

Also in 2025, the Board approved revised editions of the Code of Business Ethics of KMG, the Risk Management System Policy for KMG and its subsidiaries and associates, and the KMG Auditor Engagement Policy.

Together, these updates further advance the transparency, accountability, and effectiveness of KMG's corporate governance.

Oversight of compliance with corporate governance principles and business ethics standards is a standing priority for the KMG Board of Directors, with the Corporate Secretary coordinating the continuous improvement of the corporate governance system.

The KMG Corporate Governance Code[1] (the "Code") is the core document underpinning KMG's corporate governance framework and efforts to improve it. The Code was developed in accordance with Kazakhstan's laws and Samruk-Kazyna's internal documents to incorporate best national and global corporate governance practices.

The Code sets out the principles underlying the Company's corporate governance framework.

The Board of Directors and the Audit Committee monitor compliance with the Code's regulations at KMG.

According to the Code, the Corporate Secretary annually reviews KMG's compliance with the Code's provisions and principles using a "comply or explain" approach. At present, most of the Code's provisions have been complied with. Isolated instances of partial non-compliance with certain provisions of the Code have been listed in the 2025 Corporate Governance Code Compliance Report (the "Compliance Report"), along with the reasons for non-compliance. For KMG's 2025 Corporate Governance Code Compliance Report, see the Appendix to this Annual Report.

Over a course of several years, the Company's Corporate Secretary Office has carried out consistent and systematic work coordinating KMG's efforts to improve its corporate governance practices. Since 2016, the Company has used the review methodology for corporate governance in legal entities in which 50% or more of the voting shares are owned directly or indirectly by Samruk-Kazyna (the "Methodology") to set goals and track the progress of improvements in corporate governance.

The Methodology involves the assignment of a rating to the Company based on the results of its corporate governance review (audit) by an independent party, which is carried out on a regular basis.

As required by the Methodology, the Corporate Secretary Office uses the review findings to develop a Corporate Governance Improvement Plan, with relevant progress against it regularly reported to the Company's Board of Directors and the Audit Committee.

Following the 2021 independent review of the Company's corporate governance by PricewaterhouseCoopers in line with the Methodology, KMG was assigned a BBB corporate governance rating (upward revision from the BB rating assigned in 2018), which testifies to the Company's progress in developing its corporate governance framework, ensuring its compliance in all material respects with most established criteria, and providing sufficient evidence to demonstrate its efficiency.

KMG incorporated the resulting recommendations into its Corporate Governance Improvement Plan, dedicating 2025 to implementing improvement measures across a range of areas: shareholder rights; risk management; internal control and audit; sustainability; Board of Directors performance (including its role in monitoring Strategy and performance, committee activities, executive body management, ESG, and transparency); and the overall effectiveness of the Board and executive body. Structured in accordance with the sections of the Methodology, the Plan sets out specific actions, expected outcomes, and timelines. Its target is a rating of A – meaning that the corporate governance system conforms to the overwhelming majority of the established criteria in all material respects, with sufficient evidence of its effectiveness.

In accordance with the established practice, the Corporate Secretary monitors progress against the Corporate Governance Improvement Plan on a regular basis, with progress reports reviewed by the Audit Committee and the Board of Directors and feedback provided to KMG's management.

KMG did not hold an independent corporate governance review in 2025.

In addition, the Fund's and KMG's development strategies until 2031 outline the milestones for the ambitious targets established by the "Corporate Governance Rating" KPI. These efforts demonstrate an increased focus on corporate governance shown by KMG's major shareholder, Board of Directors, Audit Committee of the Board of Directors, and the management.

In general, the Company's efforts to enhance its corporate governance are continuous and cyclic, and the key objective of the process is assigning a rating and issuing respective improvement recommendations by an independent party.

Corporate governance improvement at KMG

1. Developing, approving and implementing the Corporate Governance Improvement Plan
2. Monitoring progress against the Corporate Governance Improvement Plan, reports for the Board of Directors and the Audit Committee
3. Reviewing the corporate governance framework, assigning a corporate governance rating, issuing improvement recommendations

[1] Approved by resolution of KMG's Extraordinary General Meeting of Shareholders dated 13 October 2025 (Minutes No. 3/2025, item 1).

General Meeting of Shareholders

The General Meeting of Shareholders is the supreme body in the Company's corporate governance structure. The General Meeting of Shareholders scope of competencies and meeting convocation, holding and summarising procedures are set forth in laws of the Republic of Kazakhstan and the Company's Charter. General Meetings of Shareholders can be annual and extraordinary. The Annual General Meeting of Shareholders is convened by the Board of Directors or may be convened and held on the basis of a court decision following a claim of any stakeholder, if the Company's governing bodies violate the procedure established for convening the Annual General Meeting of Shareholders. An Extraordinary General Meeting of Shareholders may be convened by the Board of Directors or a major shareholder of KMG, or alternatively, through a court decision following a claim by a major shareholder of KMG when the Company's governing bodies fail to fulfil the shareholder's request to hold an Extraordinary General Meeting of Shareholders.

The meeting's agenda is set by the Board of Directors and presents a comprehensive list of explicitly stated matters for discussion.

In 2025, KMG held four General Meetings of Shareholders: one annual and three extraordinary.

The annual General Meeting considered four items, including amendments to the Regulations on the Board of Directors. These brought the document into conformity with the Code, incorporated provisions arising from Board instructions – including those concerning the functions of the senior independent director – and established procedures for interaction between the Board of Directors and major shareholders, in particular the National Bank of Kazakhstan. The Annual General Meeting of Shareholders addressed the approval of KMG's consolidated and standalone annual financial statements for 2024, discussed KMG's 2024 net profit distribution procedure and dividend per ordinary share, and reviewed shareholder submissions regarding KMG's and its officials' actions during the year.

The extraordinary General Meetings of Shareholders considered six items, including:

1. amendments to the KMG Charter implementing a directive of the Supreme Audit Chamber of the Republic of Kazakhstan following the state audit of KMG (No. 6-2-N-kbp dated 17 April 2025), together with editorial amendments to clarify terminology and certain Charter provisions;
2. approval of the revised edition of the Code, bringing it into conformity with the updated Corporate Governance Code of Samruk-Kazyna;
3. approval of the revised edition of the Regulations on the General Meeting of Shareholders, introducing amendments to establish a proper procedure for collecting and counting absentee votes at General Meetings of Shareholders, setting out the procedures for conducting the meeting, and bringing the document into conformity with the Law of the Republic of Kazakhstan No. 415-II On Joint Stock Companies dated 13 May 2003 and the Company's Charter;
4. a change in the composition of the KMG Board of Directors: with effect from 27 March 2025, the powers of Samruk-Kazyna representative Yernat Berdigulov as Chairman were terminated early; and with effect from 5 May 2025, Samruk-Kazyna representative Nurlan Zhakupov was elected Chairman of the KMG Board of Directors for a term running until the expiry of the Board's current term of office.

The item concerning changes to the composition of the Counting Commission of the General Meeting of Shareholders was considered on two occasions.

In 2025, no arrangements were in place (whether with KMG shareholders or other parties) to waive or refrain from collecting dividends on KMG shares. All decisions on the distribution of net profit and the payment of dividends were made in the prescribed manner at KMG's General Meeting of Shareholders.

For more details on how the Company, including the Board of Directors, engages with KMG's minority shareholders, and on their rights, see the Shareholder and Investor Relations section.

Board of Directors

The Board of Directors is responsible for general supervision of KMG's activities. Resolutions of the Board of Directors are adopted in line with the procedure set forth in the applicable laws of the Republic of Kazakhstan and KMG's Charter. Even though the applicable laws of Kazakhstan and KMG's Charter allow the Board of Directors to adopt resolutions as long as a quorum is achieved and a certain majority of votes is cast in favour, the most important resolutions are adopted at meetings held in person, with all Board members taking part in the voting (except for cases when Board members are interested parties with regards to a resolution). KMG makes every effort to prepare and coordinate resolutions in such a way that the opinions of all Board members are taken into account. For more details on the Board of Directors functions, see KMG's 2023 Annual Report, p. 220.

The Company's Board of Directors is guided by KMG's Charter, Corporate Governance Code and Regulations on the Board of Directors and follows the annual activity plan and meeting schedule. The Board of Directors can also review matters beyond its activity plan, if necessary.

Nomination and selection procedure

Candidates for the Board of Directors – including independent directors – are identified and selected on the basis of objective criteria, with due regard for the need to ensure diversity of composition. The process upholds the principles of transparency, impartiality, and meritocracy, in the manner established by the Corporate Governance Code of KMG, the Regulations on the Board of Directors, and the relevant documents of Samruk-Kazyna applicable to KMG.

Members of the Board of Directors may be elected from among the Company's shareholders who are individuals, individuals nominated (recommended) as representatives of shareholders, and other individuals who are not the Company's shareholders and are not nominated (recommended) as representatives of shareholders. Candidates to the Board of Directors are expected to possess the knowledge, skills and experience required for the Board of Directors to perform its functions and support the creation of KMG's long-term business value and sustainable growth, and must have an impeccable business and personal reputation.

The Chairman and members of the Board of Directors are elected by the General Meeting of Shareholders.

Independent directors are selected in accordance with KMG's Charter, Corporate Governance Code, Regulations on the Board of Directors, and the Guidelines on Forming Boards of Directors / Supervisory Boards at Companies of Samruk-Kazyna.

In accordance with corporate regulations and the laws of Kazakhstan, the Chairman of the Management Board may not be elected Chairman of the Board of Directors.

Succession planning, induction and development

KMG has developed and approved a KMG Board of Directors Succession Policy, setting out key principles and procedures for building, maintaining, and developing a professional and effective Board – one that, through the right combination of knowledge, skills, experience, and conduct, can form objective, independent judgements and make well-considered decisions in the long-term interests of KMG and its stakeholders.

The core succession principles are:

1. **Principle of balance.** The Board comprises individuals whose combined knowledge, skills, and experience are sufficient to carry out its responsibilities, including:
   1. strategic management of KMG;
   2. determining the core principles and approaches that shape risk management, internal control, and corporate governance;
   3. overseeing the activities of the Management Board in line with the remit of the Board of Directors as per the Company's Charter;
   4. other general management functions. To support well-rounded assessment of key matters, Board members possess high levels of competence across various professional fields and sufficient knowledge of the oil and gas industry.
2. **Principle of continuous improvement.** To increase its effectiveness, the Board conducts an annual assessment of its own work and that of its committees – independently or with external support. The assessment considers the Board's composition, diversity, and effectiveness, as well as how well members work together towards shared objectives. The individual assessments show whether each director continues to contribute effectively.
3. **Principle of diversity.** Appointments and succession plans are based on merit and objective criteria, and in this context actively promote diversity of gender, social and ethnic background, and cognitive and personal strengths.

In 2025, approval of the Succession Plan for Members of KMG's Board of Directors for 2025–2026 had been planned; however, the item was not put forward for Board consideration, as no candidate proposals had been received.

KMG has in place an Induction Programme for New Members of the Board of Directors (the "Programme") approved by resolution of the Board of Directors in 2017 (as amended in 2019 and 2020). In June 2020, the Board of Directors resolved to supplement the Programme with the requirement to hold meetings with heads of the Company's functional units, as well as meetings with Board committee chairs.

The Corporate Secretary monitors the Programme implementation, i.e. the actual completion of all relevant procedures by new members of the Board of Directors. The Programme regulations are updated on an ongoing basis.

In 2025, newly elected Chairman of KMG's Board of Directors Nurlan Zhakupov completed the induction course under the Programme.

KMG also has a Policy on Professional Development of Members of the Board of Directors and Attraction of External Experts by Members of the Board of Directors.

The Professional Development Programme for Members of the Board of Directors for 2025–2026 was approved by a Board resolution dated 26–27 May 2025 (Minutes No. 9/2025, item 4). Furthermore, members of the Board of Directors continuously improve their qualifications and provide information about completed trainings to be posted on the Company's website.

Independent directors

Independent directors play a significant part in the activities of the Board of Directors – they represent the majority of Board committee members and chair the committees. Independent directors meet all statutory independence criteria set out in the laws of Kazakhstan, the Company's Charter and the Corporate Governance Code, as well as the requirements of the Guidelines on Forming Boards of Directors / Supervisory Boards at Companies of Samruk-Kazyna.

According to the Corporate Governance Code, an independent director is a person with professional expertise and independence sufficient to have their own opinions and make fair unbiased judgements that are not influenced by the Company's shareholders, executive body or other stakeholders. Independent directors take active part in discussions of issues involving potential conflicts of interest (preparing financial and non-financial reporting, making interested-party transactions, nominating candidates to the executive body, setting remuneration for members of the executive body). Independent directors monitor any circumstances which may lead to a potential loss of their independence, and they are aware that they must notify the Chairman of the Board of Directors in advance if such circumstances arise. If any circumstances affecting the independence of a member of the Board of Directors arise, the Chairman of the Board of Directors immediately informs the shareholders accordingly in order to make a relevant decision. No such circumstances occurred in 2025.

In line with global best practices, the Company seeks to ensure that its independent directors meet high standards, and thereby declares that there are no circumstances which are likely to impair, or could appear to impair, its directors' independence.

Membership of the Board of Directors

KMG complies with the Corporate Governance Code standards requiring more than 50% of the Board members to be independent directors (five independent directors out of a total of nine directors on the Board).

In 2025, the Board had nine members.

By the resolution of the General Meeting of Shareholders of the Company dated 14 August 2023 (Minutes No. 4/2023, item 1), the Board of Directors had its current composition approved: eight members, including four independent directors:

1. **Yernat Berdigulov**, representative of Samruk-Kazyna, Chairman of KMG's Board of Directors (powers terminated on 27 March 2025);
2. **Yelzhas Otynshiyev**, representative of Samruk-Kazyna;
3. **Uzakbay Karabalin**, representative of Samruk-Kazyna;
4. **Magzum Myrzagaliev** (Chairman of KMG's Management Board) (powers terminated on 15 May 2024);
5. **Armanbai Zhubayev**, independent director;
6. **Arman Argingazin**, independent director;
7. **Philip Holland**, independent director;
8. **Saya Mynsharipova**, independent director.

By the resolution of the General Meeting of Shareholders of KMG dated 6 November 2023 (Minutes No. 5/2023, item 1), the composition of the Board of Directors was determined as comprising nine members, with Askar Shakirov elected to the Board of Directors as an independent director for a term running until the expiry of the Board's current term of office.

Through its resolution dated 28 May 2024 (Minutes No. 1/2024, item 7), the General Meeting of Shareholders of KMG terminated early the powers of the Chairman of the Management Board Magzum Myrzagaliev as a member of the Board of Directors, with Chairman of the Management Board Askhat Khassenov elected as a member of the Board of Directors for a term running until the expiry of the Board's current term of office.

By the resolution of the General Meeting of Shareholders of KMG dated 5 May 2025 (Minutes No. 1/2025, item 1), the powers of the Chairman of the Board of Directors representing Samruk-Kazyna Yernat Berdigulov were terminated early on 27 March 2025, on 5 May 2025, Nurlan Zhakupov, representing Samruk-Kazyna, was elected Chairman of KMG's Board of Directors for the remainder of the Board's term.

As of 31 December 2025, the Board of Directors comprised nine members.

The Chairman of the Board of Directors is a member representing Samruk-Kazyna.

Membership of the Board of Directors as of 31 December 2025

Nurlan Zhakupov
Board of Directors
Chairman since 2025

Askhat Khassenov
Management Board
Chairman since 2024

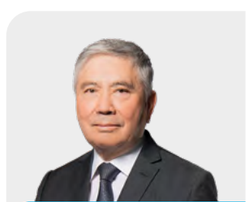
Philip Holland
Independent director
since 2020

Armanbai Zhubayev
Independent director
since 2023

Arman Argingazin
Independent director
since 2023

Saya Mynsharipova
Independent director
since 2023

Askar Shakirov
Independent director
since 2023



Uzakbay Karabalin
Representative
since 2016

Yelzhas Otynshiyev
Representative
since 2023

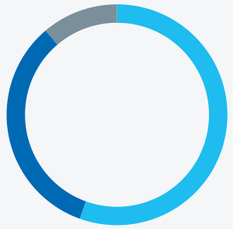
Breakdown of the Board of Directors[1]

The Board of Directors is well-balanced in skills and expertise, age and gender diversity, and the countries of residence of its members.

Out of nine members of the Board of Directors, eight are citizens of Kazakhstan and one is a UK national.

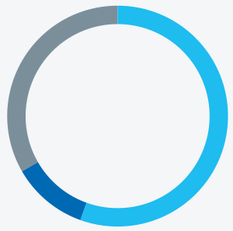
55 years
average age of Board members

Breakdown of the Board of Directors



- 5 Independent directors
- 3 Representatives of Samruk-Kazyna
- 1 Executive director (Chairman of the Management Board)

Board members by age



- 5 36 to 49 years
- 1 50 to 59 years
- 3 60 to 78 years

Expertise of the Board of Directors

	Member of the Board of Directors	Key areas of expertise
1	Nurlan Zhakupov	Strategy, corporate governance, asset management, finance
2	Askhat Khassenov	Oil & gas
3	Philip Holland	Oil & gas, project assessment, occupational health and safety
4	Armanbai Zhubayev	Finance
5	Saya Mynsharipova	Audit, finance, compliance
6	Uzakbay Karabalin	Oil & gas, strategy
7	Yelzhas Otynshiyev	Investments, asset management, strategy
8	Arman Argingazin	Corporate finance, audit
9	Askar Shakirov	Legal, global affairs

[1] As of 31 December 2025.

Biographies of the Board of Directors members

Nurlan Zhakupov

Chairman of KMG's Board of Directors, representative of Samruk-Kazyna

Member of KMG's Board of Directors since May 2025
Date of birth: 31 March 1978

Education

- 1995–1999: Moscow State Institute of International Relations (MGIMO) of the Ministry of Foreign Affairs of the Russian Federation Bachelor of Economics, International Economic Relations Department
- 1999–2001: Moscow State Institute of International Relations (MGIMO) of the Ministry of Foreign Affairs of the Russian Federation Master of Economics, International Economic Relations Department
- 2002–2005: Moscow State Institute of International Relations (MGIMO) of the Ministry of Foreign Affairs of the Russian Federation Candidate of Economic Sciences, Management and Marketing Department

Experience

- 2001–2003: Eurasian Natural Resources Corporation (ENRC), Financial Analyst
- 2003–2004: Chambishi Metals PLC (Zambia, Kitwe), Business Manager
- 2004–2007: Research, Investment and Development Ltd, Project Manager
- 2007–2009: Credit Suisse Basic Materials team, Equity Research Analyst
- 2009–2011: NMC Tau-Ken Samruk, Managing Director, member of the Management Board
- 2011–2012: Subsidiary Bank RBS (Kazakhstan) JSC, Head of the Investment Banking Department, Head of the Astana Representative Office
- 2012–2016: UBS AG Almaty Representative Office, Executive Director of the Investment Banking Department, Head of the Astana Representative Office
- 2016–2017: NAC Kazatomprom, Managing Director for Development and Investment, member of the Management Board
- 2017–2019: JSC SEC Astana, Chairman of the Management Board
- 2019–2020: Rothschild & Co, representative in Kazakhstan
- 2020–2023: Kazakhstan Investment Development Fund (KIDF) Management Company, Chairman of the Management Board
- 2023 – present: Sovereign Wealth Fund Samruk-Kazyna, Chairman of the Management Board

Joint appointments and membership in other boards of directors

- Member of the Board of Directors at Air Astana
- Chairman of the Board of Directors at KEGOC

Government awards and honorary titles

- Order of Kurmet (Order of Honour), 2024
- Distinguished Finance Professional Badge, 2023
- 30 Years of the Tenge Medal, 2023
- 30 Years of Independence of the Republic of Kazakhstan Medal, 2025

Holds no shares in KMG or its subsidiaries and associates (directly or indirectly), is not involved in any transactions therewith.

Uzakbay Karabalin

Member of KMG's Board of Directors, representative of Samruk-Kazyna

Member of KMG's Board of Directors since 2016
Date of birth: 14 October 1947

Education

- Mining Engineering, the Gubkin Russian State University of Oil and Gas
- Postgraduate programme at the Gubkin Russian State University of Oil and Gas
- Candidate of Technical Sciences
- Doctor of Technical Sciences
- Academician of the National Engineering Academy of the Republic of Kazakhstan and the International Engineering Academy

Experience

- 1973–1974: Kazneftegazrazvedka (Atyrau Region), drilling process engineer, South Emba oil and gas exploration expedition
- 1974–1988: Kazakhstan Scientific Research Geological Exploration Oil Institute (Atyrau Region), Deputy Director for Research; Head of the Drilling Technology and Drilling Fluids laboratories
- 1988–1990: Prikaspiygeologiya main administration office (Uralsk), Head of the Directorate for Technical Progress Development and Deep Drilling
- 1990: Guryev branch of Kazakh Polytechnic Institute named after V. I. Lenin (Atyrau), Head of Department
- 1991–1992: Administration Office of the President and of the Cabinet of Ministers of the Republic of Kazakhstan, Senior Adviser, Industry Department
- 1992–1994: Ministry of Energy and Fuel Resources of the Republic of Kazakhstan (Almaty), Head of the Main Oil and Gas Department
- 1994–1995: Deputy Minister of Energy and Fuel Resources of the Republic of Kazakhstan; Deputy Minister of Oil and Gas Industry of the Republic of Kazakhstan (Almaty)
- 1995–1997: Agip (Italy), trainee
- 1997–2000: NOGC Kazakhoil (Almaty), Vice President for Corporate Development; Director for Prospective Development; Vice President for Prospective Development; First Vice President, Acting President
- 2000–2001: KazTransGaz (Astana), President
- 2001–2003: Vice-Minister in the Ministry of Energy and Mineral Resources of the Republic of Kazakhstan (Astana)
- 2003–2008: KMG, President
- 2008–2009: Mangistaumunaigaz, Acting CEO, President
- 2010–2013: Kazakh Institute of Oil and Gas, CEO
- 2013–2014: Minister of Oil and Gas of the Republic of Kazakhstan
- 2014–2016: First Deputy Minister of Energy of the Republic of Kazakhstan
- 2016 – present: KAZENERGY Association, Deputy Chairman

Other positions held:

- 2001–2002: KazTransOil, Chairman of the Board of Directors
- 2001–2002: NC Oil and Gas Transportation, Chairman of the Board of Directors
- 2002–2003: KMG, Chairman of the Board of Directors
- 2007–2008: Member of the National Investors' Council under the President of the Republic of Kazakhstan
- 2006–2008: KazMunayGas Exploration Production, Chairman of the Board of Directors
- 2004–2009: Kazakhstan Amateur Boxing Federation, President

Government awards and honorary titles

- Order of Otan, 2011
- Gold Star "Hero of Labour of Kazakhstan", 2011
- Order of Barys, 3rd degree, 2005
- Order of Kurmet (Order of Honour), 1999
- Order of the Leader of the Russian Economy, 2005
- Distinguished Subsoil Explorer of the USSR Badge, 1988
- Jubilee Medal "10 Years of the Constitution of Kazakhstan", 2005
- Jubilee Medal "10 Years of the Parliament of the Republic of Kazakhstan", 2006
- Medal "Honorary Figure of Sport of the Republic of Kazakhstan", 2007
- Jubilee Medal "125 Years of Kazakhstan Oil", 2024
- Honorary Subsoil Explorer of the Republic of Kazakhstan, 2003
- Person of the Year and holder of the Golden Prometheus Award, Eurasian Energy Forum KAZENERGY, 2009

Scientific, literary works and publications:

- Author of more than 90 publications, articles, and books, as well as 11 inventions

Holds 19,310 ordinary shares in KazTransOil.

Yelzhas Otynshiyev

Member of KMG's Board of Directors, representative of Samruk-Kazyna

Member of KMG's Board of Directors since 2023
Date of birth: 1 April 1987

Education

- 2004–2008: Moscow Institute of Physics and Technology, Department of General and Applied Mathematics, major in Applied Mathematics and Physics (Bachelor's Degree)
- 2008–2010: Moscow Institute of Physics and Technology, Department of General and Applied Mathematics, major in Applied Mathematics and Physics (Master's Degree)

Experience

- 2007–2008: Ernst & Young (Moscow), Audit and Consulting Services, Technology and Security Services, Analyst, Senior Analyst
- 2008–2009: Ernst & Young (Moscow), Evaluation and Business Modelling, Analyst
- 2009–2012: NMC Tau-Ken Samruk, Investment Projects, Financial Institutions, Manager, Head of Department
- 2012–2014: Samruk-Kazyna, Investment Projects, Chief Manager
- 2014–2016: Samruk-Kazyna Invest (seconded to Samruk-Kazyna), Head of Project Analysis for the Fund's Investment Operations
- 2016–2018: Samruk-Kazyna, Head of Project for the Department of New Project Development (management of growing portfolio companies)
- 2018–2019: Samruk-Kazyna, Head of Mining Assets Development, Department of Assets Development
- 2019–2019: Kazakhstan Investment Development Fund (KIDF) Management Company, Senior Analyst / VP, Private Equity
- 2019–2021: PlanetCare Management, Deputy CEO for Investments and Development
- 2021–2023: Kazakhstan Investment Development Fund (KIDF) Management Company, Deputy Chairman of the Management Board
- 2023 – present: Samruk-Kazyna, Managing Director for Strategy and Asset Management, Co-Managing Director for Strategy and Asset Management

Other businesses/positions

- Since June 2023: member of the Board of Directors at NAC Kazatomprom
- Since May 2023: member of the Board of Directors at NC QazaqGaz
- Since June 2023: member of the Board of Trustees of the Construction Company corporate foundation

Holds no shares in KMG or its subsidiaries and associates (directly or indirectly), is not involved in any transactions therewith.

Philip Holland

Member of KMG's Board of Directors, Independent Director

Member of KMG's Board of Directors since 2020
Date of birth: 25 December 1954

Education

- Bachelor of Science in Civil Engineering, University of Leeds (UK)
- Master of Science in Engineering/Construction Management, Cranfield Institute of Technology (UK)

Experience

- Philip graduated from the University of Leeds in 1976. After working for some time in the United Kingdom and Saudi Arabia, he joined Bechtel Corporation in 1980 and managed major oil and gas projects in a wide range of international locations
- In 2004, he joined Shell as Vice President of projects, Shell Global Solutions
- In 2009, Philip became Executive Vice President for Downstream Projects in Shell's newly formed projects and technology business
- In 2010, he was appointed as Project Director for the Kashagan Phase 2 project in Kazakhstan and subsequently the Shell / Qatar Petroleum Al Karaana petrochemicals project
- Since 2013, he has operated as an independent project management consultant. Philip is the Chairman of the Board of Directors at Velocys PLC, and Non-Executive Director and Chairman of the Safety, Climate and Risks Committee at EnQuest PLC

Holds no shares in KMG or its subsidiaries and associates (directly or indirectly), is not involved in any transactions therewith.

Arman Argingazin

Member of KMG's Board of Directors, Independent Director

Member of KMG's Board of Directors since 2023
Date of birth: 1 December 1978

Education

- Boston University School of Management (Boston, USA), Bachelor of Science in Business Administration, major in Corporate Finance, the dean's list (for academic excellence).

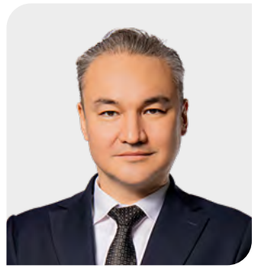
Experience

- 2000–2000: Halyk Bank, Financial Analyst
- 2001–2003: HSBC Bank Kazakhstan (Almaty), Relationship Manager, Staff Officer, Deputy Head of Business Development
- 2004–2006: ABN AMRO Bank Kazakhstan (Astana), Manager of a representative office in Astana / Deputy Vice President for Commercial Banking
- 2006-2006: ABN AMRO Bank Kazakhstan (Astana), Manager of a representative office in Astana / Head of Metals and Mining
- 2006–2012: RBS Kazakhstan (Almaty), Head of Corporate Banking, member of the Management Board, Executive Director
- 2012–2021: UBS AG Representative Office (Almaty), Managing Director

Other businesses/positions

- NAC Kazatomprom, Chairman of the Board of Directors, Independent Director
- Kazakhstan Investment Development Fund, member of the Board of Directors

Holds no shares in KMG or its subsidiaries and associates (directly or indirectly), is not involved in any transactions therewith.



Armanbai Zhubayev

Member of KMG's Board of Directors, Independent Director

Member of KMG's Board of Directors since 2023
Date of birth: 28 January 1977

Education

- 1997–1999: Duquesne University (Pittsburgh, USA), Bachelor of Science in Business Administration (BSBA)
- 2002–2003: Oxford University (UK), Master of Science in Comparative Social Policy
- 2005–2007: The University of California, Berkeley (USA), MBA
- Certified Financial Analyst (CFA) since 2012

Experience

- 2006–2008: SAP (USA), Marketing Expert
- 2009–2010: McKinsey (Moscow, Russia), Consultant
- 2010–2012: Polymetal (Kazakhstan)
- 2012–2013: KPMG (Kazakhstan), Senior Manager
- 2013–2020: PwC (Kazakhstan), Senior Manager, Director
- 2020 – present: StrategyLab, a consulting firm, founder

Other businesses/positions

- Member of the Board of Directors at NAC Kazatomprom
- Member of the Board of Directors, independent director at NMC Tau-Ken Samruk
- Member of the Board of Directors at Samruk-Energy

Government awards and honorary titles

- Jubilee Medal "25 Years of the General Prosecutor's Office of the Republic of Kazakhstan", 2016

Holds no shares in KMG or its subsidiaries and associates (directly or indirectly), is not involved in any transactions therewith.

Saya Mynsharipova

Member of KMG's Board of Directors, Independent Director

Member of KMG's Board of Directors since 2023
Date of birth: 19 October 1970

Education

- 1987–1992: Kazakh State University of Economics (Almaty)
- 2008–2010: Lomonosov Moscow State University Business School (Moscow), Executive MBA
- Certified Independent Director, IoD Certificate, Institute of Directors, UK
- Auditor, state licence No. 0000174 issued by the Ministry of Finance of the Republic of Kazakhstan
- Tax Consultant, 1st Category

Experience

- 1995–2008: Auditor, Chief Accountant in commercial organisations
- 2008–2015: Head of Audit and Control at Sovereign Wealth Fund Samruk-Kazyna
- 2015–2018: Deputy Chair of the Management Board at NC Kazakhstan Engineering
- 2018–2023: Head of Tax Policy at AIFC Authority

Other businesses/positions

- Member of the Board of Directors at NC QazaqGaz, independent director
- Member of the Board of Directors at Samruk-Kazyna Construction, independent director

Government awards and honorary titles

- 20 Years of Independence of the Republic of Kazakhstan Medal, 2011
- Letter of appreciation from the Prime Minister of the Republic of Kazakhstan, 2011

Holds no shares in KMG or its subsidiaries and associates (directly or indirectly), is not involved in any transactions therewith.

Askar Shakirov

Member of KMG's Board of Directors, senior independent director

Member of KMG's Board of Directors since November 2023
Date of birth: 2 February 1956

Education

- 1973–1978: Institute of Asian and African Studies of Lomonosov Moscow State University
- 1985: Candidate of Legal Sciences

Civil service rank

- Ambassador Extraordinary and Plenipotentiary.

Experience

- 1978–1987: research fellow, postgraduate, senior inspector at the Academy of the USSR Ministry of Internal Affairs in the working group supporting the USSR representative to the UN Committee on Crime Prevention and Control
- 1987–1989: Desk officer, Foreign Relations Department of the USSR Ministry of Internal Affairs
- 1989–1992: Head of Kazakhstan Section at the All-Union Research and Development Institute of the USSR Ministry of Internal Affairs
- 1992–1995: Supervisor of Legal and Contracting, Deputy Head, Head of Legal and Contracting in the Ministry of Foreign Affairs of the Republic of Kazakhstan
- 1995–1996: Chargé d'affaires ad interim of the Republic of Kazakhstan in the Republic of Korea
- 1996–1996: Ambassador-at-Large of the Ministry of Foreign Affairs of the Republic of Kazakhstan
- 1996–1998: Deputy Minister of Foreign Affairs of the Republic of Kazakhstan
- 1998–2004: Ambassador Extraordinary and Plenipotentiary of the Republic of Kazakhstan to the Republic of India
- 2004–2006: Deputy Minister of Foreign Affairs of the Republic of Kazakhstan
- 2006–2007: Chairman of the Customs Control Committee under the Ministry of Finance of the Republic of Kazakhstan
- 2007–2019: Human Rights Commissioner in the Republic of Kazakhstan

Elected and parliamentary offices held

- Since 2019, Senator of the Parliament of the Republic of Kazakhstan
- 2019–2023: Deputy Chairman of the Senate
- 2020–2022: Chairman of the Board of Directors in the Foreign Policy Research Institute under the Ministry of Foreign Affairs of the Republic of Kazakhstan
- 2021–2023: Deputy Chairman of the Parliamentary Assembly of the Organisation for Security and Cooperation in Europe (OSCE PA), Special Representative of the OSCE PA on Sustainable Development Goals
- 2023–2023: Chairman of the Senate's Committee on International Relations, Defence and Security

Government awards and honorary titles

- Orders: Kurmet, Parasat
- Medals: 22, including Yeren Enbegi Ushin (Medal for Distinguished Labour)

Holds no shares in KMG or its subsidiaries and associates (directly or indirectly), is not involved in any transactions therewith.

Askhat Khassenov

Member of KMG's Board of Directors,
Chairman of KMG's Management Board[1]

Member of KMG's Board of Directors since 28 May 2024
Date of birth: 13 October 1983

Education

- 2000–2005: Oil and Gas Well Drilling, Kanysh Satpayev Kazakh National Technical University Engineer
- 2009–2013: Management, University of International Business MBA

Experience

- 2005–2006: Turgai Petroleum (Kyzylorda), 3rd Grade Oil and Gas Production Operator
- 2006–2010: Main Dispatching Department of Oil and Gas Industry, leading and chief expert, head of Monitoring for Oil and Gas Field Development, deputy director and director of the Department, and vice-president
- 2010–2011: Ministry of Industry and New Technologies of the Republic of Kazakhstan, Head of the Department for Monitoring and Analysis of State Control of the Technical Regulation and Metrology Committee
- 2011–2014: Ministry of Oil and Gas of the Republic of Kazakhstan, Head of the Department of State Inspection and Permit Issuance under the Committee for State Inspection in the Oil and Gas Industry
- 2014–2019: Ministry of Energy of the Republic of Kazakhstan, Head of the Department for the Development of the Petrochemical Industry and Technical Regulation
- 2019: ADA Energy LLP, Managing Director
- 2019–2022: KLPE LLP, Deputy Chairman of the Management Board for Government Relations
- 2022–2024: Vice Minister of Energy of the Republic of Kazakhstan (in this role, he oversaw subsoil use and petrochemical development, while also chairing the Central Commission for Exploration and Development of Hydrocarbon Reserves)
- 2024 – present: Chairman of the Management Board of KMG

Government awards and honorary titles

- Order of Parasat, 2026
- Order of Kurmet (Order of Honour) awarded by the Government of Kazakhstan, 2023
- Jubilee Medal "20 Years of Independence of the Republic of Kazakhstan", 2011
- Jubilee Medal of the KAZENERGY Association
- Jubilee Medal of the National Chamber of Entrepreneurs of the Republic of Kazakhstan Atameken
- Jubilee medal "120 Years of Oil in Kazakhstan"
- Honorary Certificate of the President of the Republic of Kazakhstan, 2015
- Honorary Certificate of the Ministry of Oil and Gas of the Republic of Kazakhstan
- Honorary Certificate of the Ministry of Energy and Mineral Resources of the Republic of Kazakhstan
- Honorary Certificate of the Ministry of Industry and New Technology of the Republic of Kazakhstan

Holds no shares in KMG or its subsidiaries and associates (directly or indirectly), is not involved in any transactions therewith.

Through their collective expertise, the KMG Board of Directors and its committees maintain the balance of skills, experience, and knowledge needed to make independent, objective, and effective decisions in the interests of the Company, with fair treatment of all KMG shareholders.

[1] In the reporting period, the Chairman of the Management Board was not a member of the Board of Directors in any other entities and received no associated additional income.

Board activities during 2025

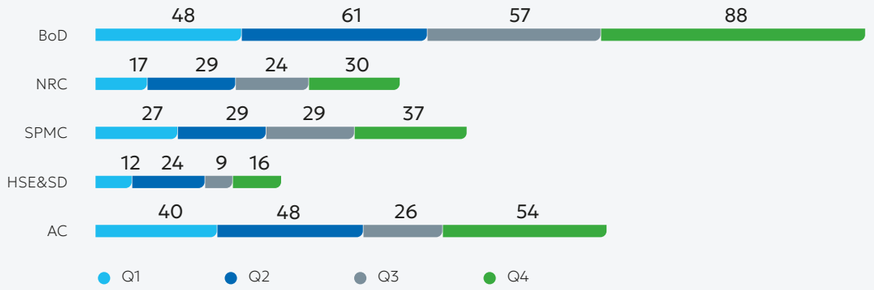
In 2025, the Board of Directors held 23 meetings and reviewed 254 matters.

In 2025, the Board of Directors placed particular focus on ensuring financial stability, overseeing investment project management and sustainability issues, internal audit and risk management, developing management KPIs, as well as safety and well-being of employees.

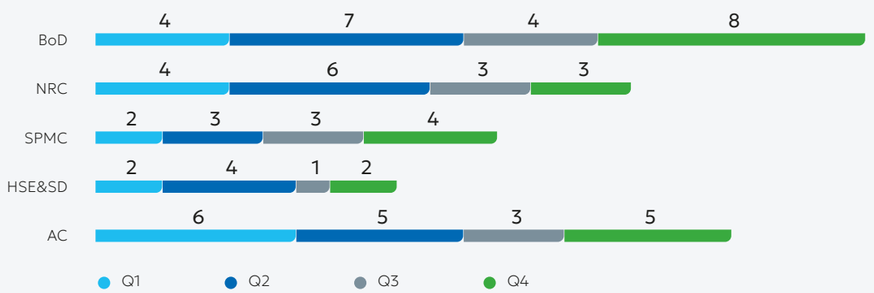
Throughout the year, the Board regularly received information on key risks and their potential impact on the Company's strategy and business plans, and took appropriate steps to make sure that the risk management and internal control system conforms to the principles defined by the Board, is functioning effectively, and reflects best practices.

Breakdown by committee:
- Nomination and Remuneration Committee (NRC): 16 meetings, 100 matters;
- Strategy and Portfolio Management Committee (SPMC): 12 meetings, 122 matters;
- Health, Safety, Environment and Sustainable Development Committee (HSE&SD): 9 meetings, 61 matters;
- Audit Committee (AC): 19 meetings, 168 matters.

Number of matters reviewed



Number of meetings



Matters reviewed by the Board of Directors in 2025, by category

Reports	• Report of the KMG Management Board Chairman on key changes in KMG's activities (including HSE matters and financial and operating results) • Report on monitoring investment project implementation by KMG and its subsidiaries for 2024 and the first half of 2025, and on the status of KMG Group investment projects • Reports by Board committee chairs • Information on the performance of the Board of Directors' committees in 2024 • Financial status of KMG International and KazMunayGas Trading • Report on interested-party transactions entered into by resolution of KMG's Management Board • Report on the implementation of Board resolutions/instructions and the discipline of interaction with the Board • Information on changes in the government strategy or policy • 2024 Progress Report on KMG's Consolidated Development Plan for 2024–2028 • Report on cyber security activities across KMG Group • Quarterly risk and financial risk report
Strategic matters	• Transfer of subsoil use rights • KMG's participation in the incorporation of companies • Preliminary approval of KMG's audited consolidated and standalone annual financial statements for 2024 • Approval of KMG's corporate KPIs and their target values • Approval of motivational KPI scorecards for KMG managers and KPI targets • Approval of the organisational structure of KMG's headquarters • FY2024 and 1H 2025 Report on the Implementation of KMG's Development Strategy for 2022–2031 • Issues related to the implementation of investment projects • Signing of oil procurement transactions and oil products sale and purchase agreements by KMG • KMG's bond issue and determination of terms and conditions for KMG's bonds • Issue by KMG of bonds • Guarantees provided by KMG to secure performance of obligations • Early redemption (buyback) of Global Medium-Term Notes due 2047 and 2048 and determination of the early redemption (buyback) price • Procedure for the distribution of KMG's 2024 net profit and the amount of dividend per ordinary share of KMG • Approval of the Roadmaps to Divest KMG's Non-Strategic Assets, approval the List of KMG's Non-Strategic Assets • Relevance of KMG's Development Strategy for 2022–2031 • Consolidated Development Plan (Business Plan) of KMG for 2026–2030
Corporate governance matters	• Convening of General Meetings of Shareholders of KMG • Approval of the Board of Directors' and the committees' activity plan and the schedule of meetings of the Board of Directors and the committees • Election of a senior independent director of the Board of Directors of KMG • Composition of the Board committees • Approval of the Professional Development Programme for Members of KMG's Board of Directors • Dates for joint meetings of the Board of Directors and Management Board with employees, and visits to key KMG facilities • Progress under the Corporate Governance Improvement Plan for KMG in 2024–2025 • Training needs of Board members in corporate governance matters, with a view to obtaining international and/or national standard certificates • Shareholder queries regarding the Company's and its officers' actions in 2024 and corresponding responses • Approval of KMG's 2024 Annual Report • Approval of KMG's 2024 Sustainability Report • Approval of amendments and additions to KMG's Charter • Sustainability system and the progress against the KMG low-carbon development programme • Measures to improve occupational safety across KMG Group and contractors, aimed at preventing injuries and ensuring compliance with KMG corporate requirements and standards • Approval of the KMG risk appetite and risk tolerance levels, risk map, risk register and risk management action plan, and KMG key risk indicators • Setting KMG internal limits for partner banks for 2026
Transaction matters	• Approval of interested-party transactions • Approval of transactions resulting in the (potential) disposal of property the value of which exceeds the threshold equivalent of USD 200,000,000 (two hundred million) denominated in KZT at the exchange rate set in the macroeconomic forecast (baseline scenario) for the relevant period
Matters related to subsidiaries and associates	• Election and termination of powers of members of supervisory boards / boards of directors of subsidiaries and associates • Participation of subsidiaries and associates in the incorporation of companies • Changes to the charter capital of subsidiaries and associates, and amendments to their charters • Approval of corporate KPIs for KMG Engineering • Acquisition and disposal of stakes in subsidiaries and associates • Extension of loans to subsidiaries and affiliates • Performance report of KazTransOil • Performance report of Kazmortransflot • Information on the performance of Ozenmunaigas • Information on the performance of KMG International • Approval of the conclusion by subsidiaries and associates of investment transactions resulting in the (potential) disposal of property the value of which exceeds the threshold equivalent of USD 200,000,000 (two hundred million) denominated in KZT at the exchange rate set in the macroeconomic forecast (baseline scenario) for the relevant period
Approval of internal regulations	• Approval of a new version of KMG's Corporate Governance Code • Approval of a new version of the Regulations on the General Meeting of Shareholders of KMG • Approval of amendments to the Regulations on the Board of Directors of KMG • Amendments to the Regulations on the Assessment of the Performance of the Board, Board Committees, Chairman, Board Members and Corporate Secretary of KMG • Approval of a new version of KMG's Code of Business Ethics • Approval of KMG's Human Rights Policy • Approval of a new version of the Risk Management System Policy for KMG and its subsidiaries and associates • Approval of a new version of the Auditor Engagement Policy • Approval of the 2026–2028 Strategy for KMG's Internal Audit Service • Approval of a new version of the Regulations on the Internal Audit Service of KMG • Approval of a new version of the Regulations on the Compliance Service of KMG • Approval of a new version of the Guidelines for KMG's Internal Audits • Approval of a new version of the Regulations on the Representative Office of KMG in Aktau • Approval of the Rules for Compliance Due Diligence of Third Parties at KMG and its Subsidiaries and Associates • Approval of a new version of the KMG Senior Executive Remuneration Rules and determination of salary levels for the Chairman and Members of the KMG Management Board • Approval of a new version of the Rules for Recruiting and Screening Candidates to KMG's CEO-1 Positions • Approval of the Rules for the Search and Selection, Approval of the Appointment (Election) and Early Termination of the Powers of Heads of Executive Bodies of Legal Entities within KMG Group • Approval of a new version of the Remuneration Rules for Members of the Management Board (executives) and Remuneration Rules for the Employees of Internal Audit, Corporate Secretary, Compliance and Ombudsman of KMG, and revised salary grade schemes for positions in those services • Approval of Performance Assessment Rules for employees of Internal Audit, Corporate Secretary, Compliance and Ombudsman of KMG • Approval of the Rules for Hiring and Onboarding Employees of Internal Audit, Compliance, Corporate Secretary and Ombudsman of KMG • Approval of the KMG Anti-Corruption Guidelines
Appointments and compensation	• Approval of job evaluations for the Chairman and Members of the KMG Management Board • Early termination of powers and election of members of KMG's Management Board, determining the salaries payable to members of KMG's Management Board, remuneration terms, bonuses and social benefits • Remuneration payment to KMG executives for 2024 • Imposition of a disciplinary action against a Management Board member

Matters related to divisions of the Board of Directors	• Reports by the Compliance Service, Internal Audit Service and the Ombudsman Office of KMG • Approval of 2026 Activity Plans for the Compliance Office and the Ombudsman Office of KMG • Approval of the Annual Audit Plan of the Internal Audit Service for 2026 • Approval of job evaluations for the Internal Audit Service, Compliance Service, Corporate Secretary Office and the Ombudsman Heading the Ombudsman Office • Early termination of powers and appointment of the head and employees of the KMG Internal Audit Service, and determination of their remuneration terms, bonuses, and social benefits • Termination of powers and appointment of employees of the Compliance Service, and determination of their remuneration terms, bonuses, and social benefits • Termination of powers of an employee of the Corporate Secretary Office • Assessment of the KMG Ombudsman's performance and re-election of the KMG Ombudsman by way of a decision to extend the powers of the incumbent Ombudsman Heading the Ombudsman Office • Determination of bonus payments for the Heads of the Internal Audit Service, Compliance Service, Corporate Secretary Office and Ombudsman for 2024

During the reporting year, a number of critically important operational challenges facing KMG were brought before the Board of Directors. Among the issues reviewed at Board meetings were: sanctions risks (in particular in relation to the Kalamkas-Sea–Khazar project), work-related injury risks (including the situation at Ozenmunaigas), the risk of cost overruns and delayed implementation of major investment projects (at Pavlodar Refinery), and tax claims against KMG International. In total, 254 items were considered by the Board of Directors in 2025, of which a significant proportion (approximately 10 to 15) were directly related to analysing these critical challenges and identifying solutions.

Strategic session in 2025

On 2 July 2024, the Board of Directors held a scheduled session in person with the participation of the Chairman and members of the Board, the KMG Management Board, and invited external international experts in energy markets and strategic consulting.

Key areas and topics addressed at the session:

1. Analysis of the external environment and global trends. Keynote presentations were delivered by Bob Fryklund, Vice President and Chief Strategist, Upstream Energy Group at S&P Global Commodity Insights, and Simon Schjodt, Senior Partner and Head of the London office of Rystad Energy. Discussions covered the impact of the geopolitical situation on global energy markets, oil and gas demand and price forecasts, leading international oil and gas companies' strategies on capital allocation and decarbonisation, and the transformative potential of artificial intelligence in the industry.
2. Continued relevance of the current Strategy. Board members and KMG management conducted a comprehensive review of the Company's strategic focus in light of changes in the external and internal environment since 2021, including entry into the petrochemical business, the divestment of the gas transportation asset, and the global energy transition.
3. Strategy implementation status by key area:
   - Major oil and gas projects: the current state and outlook for the Tengiz, Kashagan, and Karachaganak projects were reviewed in detail.
   - Petrochemicals: progress updates on the Polyethylene, Gas Separation Unit, Urea, and Polyethylene Terephthalate projects were presented, with particular focus on the timelines for concluding EPC contracts, the attraction of strategic partners, and the development of the domestic polymer products market.
   - Financial resilience: the trajectory of the Company's debt burden and forecast net debt / EBITDA ratios were analysed in the context of the forthcoming large-scale investment programme.
   - Digitalisation and artificial intelligence: a portfolio of AI implementation projects was presented, including systems for production optimisation (Waterflood Management), predictive equipment analytics, safety monitoring (TUMAR automated intelligent system), and business process efficiency enhancements (AI assistants).

Key recommendations and outcomes of the session:

1. The continued relevance of the Strategy was confirmed.
2. KMG management was instructed to:
   - strengthen oversight of the Company's financial resilience;
   - develop cooperation in the field of artificial intelligence;
   - intensify work on petrochemical projects.

The conclusions and instructions from the strategic session were incorporated into the updated investment project road maps and KMG's budgeting process for 2026.

Follow-up on KMG's key matters

To oversee the implementation of KMG's strategic initiatives and ensure timely corrective actions while keeping abreast of any critical issues that arise, the Board of Directors regularly considered the following during 2025:

- reports by the Chairman of KMG's Management Board on key changes in KMG's operations;
- information on KMG's HSE activities;
- updates on KMG's interim financial and operating results;
- reports on interested-party transactions entered into by resolution of KMG's Management Board;
- progress on the implementation of KMG's strategy, KPIs achievement, and investment projects;
- follow-up report on KMG's consolidated Development Plan;
- reports on cyber security activities across KMG Group;
- reports on key risks and financial risks;
- reports by Board committee chairs;
- reports on the implementation of Board instructions/resolutions, and information on the discipline of interaction with the Board;
- performance reports submitted by units reporting to the Board of Directors.

Board of Directors' meeting on sustainability

On 4 December 2025, as part of a scheduled Board meeting, two sustainability matters were considered:

- sustainability system and progress against the Low-Carbon Development Programme;
- measures to improve occupational safety across KMG Group and contractors, aimed at preventing injuries and ensuring compliance with KMG corporate requirements and standards.

Taking into account that KMG strives to adhere to best practices in corporate governance and recognises high corporate governance standards and transparency as key drivers of investment appeal and operational efficiency, boosting confidence among potential investors, counterparties, and other stakeholders, mitigating the risk of inefficient use of corporate resources and increasing KMG's market value and wealth, the Board of Directors maintained vigilant oversight over corporate governance practices throughout 2025. Accordingly, the KMG Board of Directors actively oversaw the effectiveness of corporate governance practices throughout 2025, reviewed the results of the Corporate Governance Improvement Plan for KMG in 2024–2025, and issued corresponding instructions to management.

According to the Company's Charter, the Board of Directors is a governing body accountable to the General Meeting of Shareholders, responsible for the overall governance of the Company's activities and oversight of the activities of the collective executive body, namely, the Management Board. Through regular meetings and a clearly established procedure for interaction between the Board of Directors and the Management Board, the Company ensures that members of the Board of Directors are aligned with and promptly informed of the strategic vision of major shareholders.

In 2025, the Board of Directors was actively involved in the Company's activities, including through prompt decision-making on matters essential for the Company's operations, while also providing KMG's management with directives and recommendations aimed at enhancing the efficiency of KMG's processes and projects.

Actual attendance by Board members at Board and committee meetings in 2025[1]

Member of the Board of Directors	Board and committee meetings in 2025				
	Board of Directors	Audit Committee	Nomination and Remuneration Committee	Strategy and Portfolio Management Committee	Health, Safety, Environment and Sustainable Development Committee
Yernat Berdigulov[2]	4/4	–	–	–	–
Nurlan Zhakupov[3]	16/16	–	–	–	–
Uzakbay Karabalin	23/23	–	–	12/12	9/9
Yelzhas Otynshiyev	21/23	–	–	0/12	–
Arman Argingazin	23/23	–	15/16	12/12	9/9
Philip Holland	23/23	19/19	16/16	10/12	–
Armanbai Zhubayev	23/23	19/19	–	12/12	9/9
Saya Mynsharipova	23/23	19/19	16/16	12/12	–
Askar Shakirov	23/23	–	16/16	12/12	–
Askhat Khassenov	20/23	–	–	–	–

1 The first figure shows the number of meetings attended by a member of the Board of Directors, and the second figure is the total number of meetings they were entitled to attend.
2 Stepped down from KMG's Board of Directors on 27 March 2025.
3 Elected Chairman of KMG's Board of Directors on 5 May 2025.

Actual attendance by Board members at Board meetings in 2025

Name \ Number and date of a Board meeting	1/2025, 11 Feb 2025	2/2025, 13 Feb 2025	3/2025, 5 Mar 2025	4/2025, 19 Mar 2025	5/2025, 3–4 Apr 2025	6/2025, 10–11 Apr 2025	7/2025, 24 Apr 2025	8/2025, 26 May 2025	9/2025, 26–27 May 2025	10/2025, 18 Jun 2025	11/2025, 23 Jun 2025	12/2025, 2 Jul 2025	13/2025, 30 Jul 2025	14/2025, 5 Aug 2025	15/2025, 10 Sep 2025	16/2025, 8 Oct 2025	17/2025, 16 Oct 2025	18/2025, 5–6 Nov 2025	19/2025, 21 Nov 2025	20/2025, 29 Nov – 1 Dec 2025	21/2025, 4 Dec 2025	22/2025, 18–19 Dec 2025	23/2025, 26 Dec 2025	Participation, %
Yernat Berdigulov[1]	+	+	+	+	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	100
Nurlan Zhakupov[2]	-	-	-	-	-	-	-	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	100
Uzakbay Karabalin	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	100
Yelzhas Otynshiyev	+	+	+	-	+	-	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	91
Arman Argingazin	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	100
Philip Holland	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	100
Armanbai Zhubayev	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	100
Saya Mynsharipova	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	100
Askar Shakirov	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	100
Askhat Khassenov	+	+	+	+	-	-	+	+	-	+	+	+	+	+	+	+	+	+	+	+	+	+	+	87

Performance evaluation of the Board of Directors

In accordance with the Code, the Board of Directors, its committees and members of the Board of Directors should be evaluated every year as part of a structured process approved by the Board of Directors. This process is in line with Samruk-Kazyna's relevant methodology. In addition, at least once every three years the performance evaluation process is run with the involvement of an independent professional organisation.

The performance evaluation of the KMG Board of Directors for 2025 took the form of self-evaluation. The results were reviewed by the Nomination and Remuneration Committee and by the Board, and the resulting improvement measures for the Board, its committees, and the Corporate Secretary were incorporated into the KMG Board Performance Improvement Plan for 2026–2027. The main areas for improvement include enhancing the effectiveness of management engagement, deepening the analysis of strategic risks, and further developing corporate governance practices.

The performance evaluation of the KMG Board of Directors, its committees, the Chairman and members of the Board, and the KMG Corporate Secretary for 2024 will be carried out through a combination of self-assessment and an external review by an independent consultant. The assessment reports will be reviewed by the Board in 2026, and the improvement measures arising from the findings will be reflected in the KMG Board Performance Improvement Plan for 2026–2027.

At the time this Report was prepared, tendering procedures for the selection of a consultant had not been completed; accordingly, information on any other services provided by the consultant to KMG or related organisations over the past three years is not yet available. This information will be disclosed in the 2026 Annual Report upon completion of the evaluation.

1 Stepped down from KMG's Board of Directors on 27 March 2025.
2 Elected Chairman of KMG's Board of Directors on 5 May 2025.

Corporate Secretary

The Corporate Secretary is an employee of the Company who performs their duties on an independent basis and is appointed and dismissed by resolution of the Board of Directors, to which the Corporate Secretary is functionally accountable. The term of office, functions and budget of the Corporate Secretary are determined by the Board of Directors. The activities of the Corporate Secretary are governed by the Regulations on the Corporate Secretary, approved by the Board of Directors and posted on the KMG website, and are carried out on an independent basis, with no combination with other functions at KMG. The Corporate Secretary's main role is ensuring regular communication between KMG and its shareholders as well as between shareholders and the Board of Directors, the Internal Audit Service, the Compliance Service, the Ombudsman, the Management Board and other bodies within KMG.

The Corporate Secretary's responsibilities include ensuring interaction with shareholders, including preparing for and holding General Meetings of Shareholders and consideration of requests, providing full support to the Board of Directors and its committees, assisting shareholders in making timely, high-quality corporate decisions; acting as an adviser to the Board members on any matter related to their roles or the applicability of the Code's provisions, and monitoring the implementation of the Code. The Corporate Secretary is responsible for improving corporate governance practices at KMG. Contact details of the Corporate Secretary are available on KMG's website.

Damir Sharipov

Citizenship: Republic of Kazakhstan.

Date of birth: 22 January 1980.

Education

- **Al-Farabi Kazakh National University (International Relations Department), majoring in international law**
- **Russian Presidential Academy of National Economy and Public Administration, MBA programme, majoring in Management**
- **Certified Corporate Secretary, certified trainer in corporate governance for corporate secretaries, trainer at Samruk Business Academy.**

Experience

- **Between 2001 and 2007, he held various jobs working at the Tengiz field in the Atyrau Region.**
- **From 2007 to 2012, he worked at Development Bank of Kazakhstan.**
- **From 2012 to 2014, he served in different capacities at KMG and KazTransGas.**
- **Since 5 January 2015, he has been Corporate Secretary at KMG.**
- **Since 24 November 2023, he has been an Honorary Member of the Central Asian Association of Corporate Secretaries.**

Committees of the Board of Directors

Members of the Board of Directors involved in the activities of the Board committees focus on an in-depth review and analysis of allied functions, issues and areas. Committee meetings involve invited experts, business leaders, and other stakeholders. Committees make recommendations to the Board of Directors to support its decision making. The majority of committee members are independent directors, with the chairs also being independent directors. In 2024, the Board of Directors decided to include non-voting experts in the Board of Directors' Nomination and Remuneration Committee, Strategy and Portfolio Management Committee, and Health, Safety, Environment and Sustainable Development Committee. In 2025, the Board of Directors decided to include non-voting experts in the Board of Directors' Nomination and Remuneration Committee and Strategy and Portfolio Management Committee. The committees engage with KMG management in a spirit of openness, mutual respect, and constructive scrutiny, ensuring that no single perspective dominates and that significant matters are given the time they warrant. For more details on the Board of Directors functions and objectives, see KMG's 2023 Annual Report, p. 238.

Report of the Nomination and Remuneration Committee

Members as of 31 December 2025:

1. Philip Holland – Chairman of the Committee since September 2020;
2. Arman Argingazin – member of the Committee since June 2023;
3. Saya Mynsharipova – member of the Committee since August 2023;
4. Askar Shakirov – member of the Committee since February 2024.

Personnel management is essential to the Company's operational efficiency. The Nomination and Remuneration Committee makes recommendations to the Board of Directors on the matters within its remit relating to the appointment, remuneration, training and development of the Company employees. The key appointment principles require that candidates possess strong qualifications to perform their roles successfully and have the skills needed to pursue the Company's strategic goals in their area of responsibility.

16 meetings
held by the Nomination and Remuneration Committee in 2025

The Nomination and Remuneration Committee regularly received information on activities involving employees enrolled in the KMG Succession Plan / Talent Pool, on the development of high-potential employees outside the executive body, and on ongoing talent management activities.

During the reporting period, the Nomination and Remuneration Committee also reviewed the matter of approving KMG's Human Rights Policy and developed a relevant recommendation.

Key matters reviewed by the Committee in 2025

Succession planning	• Progress of activities involving employees enrolled in the KMG Succession Plan / Talent Pool, the development of high-potential employees outside the KMG executive body, and ongoing talent management activities • Training needs of Board members in corporate governance matters, with a view to obtaining international and/or national standard certificates • Election of a senior independent director of the Board of Directors of KMG • Appointment of the Deputy Chairman of KMG's Management Board • Early termination of office and election of a member of KMG Engineering's Supervisory Board • Early termination of office and election of members and the chairman to KMG Engineering's Supervisory Board • Early termination of office and election of members of Kazmortransflot's Supervisory Board • Appointment of the Director of the Digital Development Department of KMG • Appointment matters in certain subsidiaries and associates, as well as KMG joint ventures • Early termination of powers of KMG Corporate Secretary Office employee Saniya Myktybekova • Imposition of a disciplinary action against a Management Board member • Report on the implementation of individual development plans for KMG Management Board members • Nomination and Remuneration Committee's performance report for 2024 • Approval of the Nomination and Remuneration Committee's activity plan for 2026
Ongoing and effective performance evaluation	• Review of the technical specification for procuring advisory services for the KMG corporate governance diagnostic • Approval of the revised job evaluation and salary grade scheme for the Chairman and members of the KMG Management Board, and the revised Remuneration Rules for KMG Executives, including determination of salary levels for the Chairman and members of the Management Board • Approval of the revised job evaluation for the Chairman and members of the KMG Management Board • Review of job evaluations for the KMG Corporate Secretary Office and the Ombudsman Heading the KMG Ombudsman Office • Approval of job evaluations for the Internal Audit Service, Compliance Service, Corporate Secretary Office and the Ombudsman Heading the Ombudsman Office • Revised motivational KPI scorecards for certain KMG senior executives and their 2025 targets; the motivational KPI scorecard for the Deputy Chairman of the KMG Management Board (corporate development) and its 2025 targets; recognition as lapsed of the motivational KPI scorecard for the Deputy Chairman of the KMG Management Board (gas projects and low-carbon development) and its 2025 targets • Actual performance against corporate KPIs / motivational KPI scorecards for the Chairman of the KMG Management Board and motivational KPI scorecards for KMG executives in 2024 • Monitoring of performance against motivational KPIs for KMG executives • Updated corporate KPIs / motivational KPI scorecard for the Chairman of KMG's Management Board and targets for 2025, as well as motivational KPI scorecards for KMG executives and targets for 2025 • Approval of the KMG Corporate Secretary's objectives for 4Q 2025 • Approval of corporate KPIs / motivational KPI scorecard for the Chairman of KMG's Management Board and targets for 2026, as well as motivational KPI scorecards for KMG executives and targets for 2026 • Approval of a 2026 motivational KPI scorecard and targets for the Ombudsman • Approval of the objectives of the Ombudsman Heading the Ombudsman Office for 2026 • Approval of the actual performance against corporate KPIs (motivational KPIs for the CEO (Chairman of the Management Board) at KMG Engineering for 2024 and payment of remuneration to the CEO (Chairman of the Management Board) of KMG Engineering for 2024
Ongoing and effective performance evaluation	• Approval of corporate KPIs and targets of KMG Engineering (motivational KPIs for the CEO (Chairman of the Management Board) at KMG Engineering) for 2025 • Approval of corporate KPIs and targets of KMG Engineering (motivational KPIs for the CEO (Chairman of the Management Board) at KMG Engineering) for 2026 • Review of the Ombudsman's annual performance report for 2025 (report of the Ombudsman Office on performance and progress against the plan for 2025) • Review of results of complaints and labour dispute reviews for the first 11 months of 2025 (KMG Ombudsman's objectives for 4Q 2025) • Assessment of the KMG Ombudsman's performance and re-election of the KMG Ombudsman by way of a decision to extend the powers of the incumbent Ombudsman Heading the Ombudsman Office • Approval of the KMG Ombudsman's objectives for 4Q 2025 • Amendments to the Regulations on the Assessment of the Performance of the Board, Board Committees, Chairman, Board Members and Corporate Secretary of KMG • Approval of the procedure for evaluating the KMG Board, committees, the Chairman and members of the Board, and the KMG Corporate Secretary for 2025 • Bonus payments for employees of the Internal Audit Service, Corporate Secretary Office, Compliance Service and Ombudsman Office from payroll savings
Maintenance of an effective HR policy and an effective pay and remuneration framework	• Approval of the organisational structure of KMG's headquarters • Approval of the Professional Development Programme for Members of KMG's Board of Directors for 2025–2026 • Approval of the job descriptions of the Chairman of the Management Board and CEO-1 positions • Approval of a new version of the Code of Business Ethics • Amendments to the List of Documents Regulating KMG's Internal Affairs, and approval of the KMG Human Rights Policy • Approval of a new version of the Rules for Recruiting and Screening Candidates to KMG's CEO-1 Positions • Approval of the Rules for the Search and Selection, Approval of the Appointment (Election) and Early Termination of the Powers of Heads of Executive Bodies of Legal Entities within KMG Group • Amendments to the List of Documents Regulating KMG's Internal Affairs; approval of revised Remuneration Rules for Employees of the Internal Audit Service, Corporate Secretary Office, Compliance Service, and Ombudsman Office; revised salary grade schemes; approval of Performance Assessment Rules for employees of those services; and determination of salary levels for employees of those services • Review of individual development plans for KMG Management Board members for 2025 • Remuneration payment to KMG executives for 2024 • Determination of the bonus payment for the Ombudsman Heading the Ombudsman Office for 2024 • Amendments to the List of Documents Regulating KMG's Internal Affairs and recognition as lapsed of the Sponsorship and Charitable Assistance Policy for KMG and its subsidiaries and associates and the Sponsorship and Charitable Assistance Rules for KMG and its subsidiaries and associates • Amendments to the List of Documents Regulating KMG's Internal Affairs, approval of the Rules for Recruiting and Onboarding Employees of Internal Audit, Compliance, Corporate Secretary and Ombudsman, and recognition as lapsed of the Rules for Recruiting and Screening Employees of Internal Audit, Compliance, Corporate Secretary and Ombudsman • Approval of the activity plan of the Ombudsman Office for 2026

Attendance of the Committee's meetings by its members in 2025

Committee member	1/2025, 4 Feb 2025	2/2025, 5 Feb 2025	3/2025, 3 Mar 2025	4/2025, 30 Mar 2025	5/2025, 15 Apr 2025	6/2025, 20 Apr 2025	7/2025, 13 May 2025	8/2025, 20 May 2025	9/2025, 23 May 2025	10/2025, 3 June 2025	11/2025, 1 July 2025	12/2025, 4 August 2025	13/2025, 9 September 2025	14/2025, 7 October 2025	15/2025, 2 December 2025	16/2025, 17 December 2025	Participation, %
Philip Holland	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	100
Arman Argingazin	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	-	94
Saya Mynsharipova	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	100
Askar Shakirov	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	100

Report of the Strategy and Portfolio Management Committee

In 2025, the Strategy and Portfolio Management Committee held 12 meetings and reviewed 122 matters.

Members as of 31 December 2025:
1. Arman Argingazin – Chairman of the Committee since June 2024;
2. Philip Holland – member of the Committee since June 2022;
3. Uzakbay Karabalin – member of the Committee since August 2017;
4. Yelzhas Otynshiyev – member of the Committee since July 2023;
5. Saya Mynsharipova – member of the Committee since August 2023.
6. Askar Shakirov – member of the Committee since February 2024.

12 meetings
held by the Strategy and Portfolio Management Committee in 2025

Attendance of the Committee's meetings by its members in 2025

Committee member	1/2025, 5 Feb 2025	2/2025, 4 Mar 2025	3/2025, 15 Apr 2025	4/2025, 13 May 2025	5/2025, 3 Jun 2025	6/2025, 1 Jul 2025	7/2025, 4 Aug 2025	8/2025, 9 Sep 2025	9/2025, 7 Oct 2025	10/2025, 20 Oct 2025	11/2025, 2 Dec 2025	12/2025, 18 Dec 2025	Participation, %
Arman Argingazin	+	+	+	+	+	+	+	+	+	+	+	+	100
Uzakbay Karabalin	+	+	+	+	+	+	+	+	+	+	+	+	100
Philip Holland	+	+	+	+	+	+	+	+	+	+	-	-	83
Saya Mynsharipova	+	+	+	+	+	+	+	+	+	+	+	+	100
Askar Shakirov	+	+	+	+	+	+	+	+	+	+	+	+	100
Yelzhas Otynshiyev	-	-	-	-	-	-	-	-	-	-	-	-	0

Key matters reviewed by the Committee in 2025

Development strategy, including priority areas	• The 2024 Progress Report on the Development Strategy of KMG for 2022–2031 • The 1H 2025 Progress Report on the Development Strategy of KMG for 2022–2031 • Review of available extraction technologies in use worldwide and at KMG Group fields, and innovations and improvements in hydrocarbon extraction technologies by KMG Group companies • Current status of the KMG Strategic Financial and Economic Model • Approval of the road map for the implementation of practical solutions in artificial intelligence in the production processes of KMG (covering KMG and 14 subsidiaries and associates), which sets out the action plan for developing and deploying AI technologies aimed at: improving efficiency, safety, and sustainability across the full value chain from exploration and production through to transportation and sales; and achieving effective AI performance in predictive analytics, digital well twins, drilling automation, and emissions management.
Improving investment appeal	• Progress in implementing KMG Group's investment projects in 2024 • Review of the report on monitoring and analysis of investment project implementation by KMG and its subsidiaries for 1H 2025
Effective financial and business planning	• Review of the 2024 Progress Report on KMG's Consolidated Development Plan for 2024–2028 • Approval of the Consolidated Development Plan (Business Plan) of KMG for 2026–2030 • Amendments to the KMG bond issuance terms determined by the resolution of the Board of Directors dated 1 November 2023 (Minutes No. 22/2023, item 9), regarding the partial repurchase (early redemption) of KMG bonds and determination of the partial repurchase (early redemption) price • Determination of the terms of bond issuance and placement; issuance of bonds; approval of the conclusion of a transaction or series of related transactions resulting in the (potential) disposal of property the value of which exceeds the threshold equivalent of 200,000,000 (two hundred million) US dollars • Repurchase (early redemption) of medium-term Global Notes due in 2047 and 2048, and determination of the repurchase (early redemption) price; conclusion of interested-party transactions – the Offer to Purchase and the Dealer Manager Agreement
Asset portfolio management	• Information on the Kashagan, Karachaganak, Tengizchevroil, and Kalamkas-Sea–Khazar projects • Progress of building and commissioning petrochemical facilities, including progress on KMG PetroChem projects – Polyethylene, Gas Separation Unit, and Trunkline – and on Kazakhstan Petrochemical Industries Inc.'s integrated gas chemical complex in the Atyrau Region. • Progress of the construction of a new gas processing plant in Zhanaozen • Approval of the Roadmaps to Divest Non-Strategic Assets • Approval of the List of KMG's Non-Strategic Assets to be Divested by Samruk-Kazyna Group in 2023–2032 • Approval of the Bolashak Subsoil Use investment project; conclusion of the contract for the exploration and production of hydrocarbons under a complex project on the Bolashak block (Mangistau Region, partly in Kazakhstan's part of the Caspian Sea) between the Ministry of Energy of the Republic of Kazakhstan and KMG • Conclusion by KMG of the Joint Venture Agreement and a Financing Agreement with CNOOC Hong Kong Holding Limited for the Zhylyoi project; KMG's participation in the incorporation of Zhylyoi Operating LLP; conclusion of the contract for the exploration and production of hydrocarbons under a complex project on the Zhylyoi block (in Kazakhstan's part of the Caspian Sea) between the Ministry of Energy of the Republic of Kazakhstan, KMG, and CNOOC Hong Kong Holding Limited; and conclusion of the interested-party transaction – the Agreement of Accession to the Joint Venture Agreement between KMG, CNOOC Hong Kong Holding Limited, and Zhylyoi Operating LLP • Conclusion of the contract for the exploration and production of hydrocarbons under a complex project on the Northern Ozen block (Mangistau Region) between the Ministry of Energy of the Republic of Kazakhstan (Competent Authority) and KMG (Subsoil User) • Approval of the combined "Determination/Implementation" phase of the investment project on ethane and propane trunkline construction in the single right-of-way, Atyrau Region, involving investments by KMG and/or entities in which KMG directly or indirectly holds voting stock or equity stakes, where the value of such investments exceeds the threshold equivalent of USD 200,000,000 (two hundred million) denominated in KZT at the exchange rate set in the macroeconomic forecast (baseline scenario) for the relevant period

Asset portfolio management	• Approval of the conclusion by KMG PetroChem LLP of the EPC Agreement for the Integrated Gas Chemical Complex Construction (Phase 2 – Gas Separation Unit Construction) project in the Atyrau Region with a consortium comprising Tecnimont S.p.A., Technimont KZ LLP, Consolidated Contractors Company W.L.L., and Consolidated Contractors International Company S.A.L., resulting in the (potential) acquisition of property the value of which exceeds the threshold equivalent of USD 200,000,000 (two hundred million) denominated in KZT at the exchange rate set in the macroeconomic forecast (baseline scenario) for the relevant period • Approval of the conclusion by KMG PetroChem LLP of the EPC Agreement for the project on ethane and propane trunkline construction in the single right-of-way, Atyrau Region, as part of the Integrated Gas Chemical Complex Construction (Phase 2) project in the Atyrau Region with a consortium comprising China Petroleum Pipeline Engineering Co., Ltd., CITIC Construction Co., Ltd., and CHPPI Kazakhstan LLP, resulting in the (potential) acquisition of property the value of which exceeds the threshold equivalent of USD 200,000,000 (two hundred million) denominated in KZT at the exchange rate set in the macroeconomic forecast (baseline scenario) for the relevant period • Approval of the gratuitous disposal by Ak Su KMG LLP of a 100% stake in the authorised capital of Kenderly Desalination Plant LLP to the Mangistau Region for municipal ownership

Report of the Audit Committee

The Audit Committee is accountable to the KMG Board of Directors and bears overall responsibility for KMG's approach to risk management and internal control, as well as for the appropriate protection of shareholder interests in matters of financial reporting and internal control. Established by the Board to examine in depth matters relating to external and internal audit, risk management, internal control, compliance, and adherence to Kazakhstan's laws and other regulatory frameworks applicable to KMG, the Committee conducts detailed analysis and formulates recommendations within its area of competence.

In 2025, the Audit Committee held 19 meetings and reviewed 168 matters.

Members as of 31 December 2025:
1. Armanbai Zhubayev (independent director) – Chairman of the Committee since 5 June 2024;
2. Philip Holland (independent director) – member of the Committee since September 2020;
3. Saya Mynsharipova (independent director) – member of the Committee since August 2023.

Each Audit Committee member meets the independence requirements established for independent directors of KMG's Board of Directors by the laws of Kazakhstan, the Code, and the Regulations on the Board of Directors.

19 meetings
held by the Audit Committee in 2025

In accordance with the Code, the Board and the Audit Committee conduct an annual evaluation of the Committee's performance through a structured process approved by the Board.

The evaluation covers, among other things:
1. the effectiveness of the Committee's activities and its interaction with the Board of Directors and the Management Board;
2. the quality of discussions at Committee meetings.

The Audit Committee members participate in the process of selecting the auditor for the audit of KMG's financial statements.

In accordance with Appendix 13 to the Procedure for Carrying out Procurements by Joint-Stock Company Sovereign Wealth Fund Samruk-Kazyna and Companies Where JSC Samruk-Kazyna Directly or Indirectly Holds Fifty or More Percent of Voting Stock (Equity Stake) on the Right of Ownership or Trust Management, approved by Resolution of the Fund's Management Board (Minutes No. 193) dated 3 March 2022, a Joint Commission was established to conduct the auditor selection procedure for the Fund and KMG Group. Following that procedure, the Joint Commission recommended PricewaterhouseCoopers LLP to the KMG authorised body as external auditor for the audit of the financial statements for 2025–2029 (Minutes dated 10 January 2024).

This recommendation was confirmed by a resolution of the General Meeting of Shareholders dated 28 May 2024 (Minutes No. 1/2024, item 5).

According to the Auditor Engagement Policy, the external auditor is required to obtain approval from the Audit Committee to provide non-audit consulting services.

In considering such matters, the Committee adheres to the Auditor Engagement Policy approved by KMG's Board of Directors, which is designed to safeguard the external auditor's independence when providing both audit and non-audit services to KMG, prevent conflicts of interest, and establish uniform procedures for engaging the external auditor for non-audit services.

The Policy sets out rules for providing audit services, audit-related services, and other non-audit services, and specifies which services require prior approval from the Audit Committee and which only require the external auditor to notify the Committee.

A revised edition of the the Auditor Engagement Policy was preliminarily reviewed by the Audit Committee and approved by a Board resolution in December 2025.

Throughout 2025, the Audit Committee regularly reviewed requests for the authorisation of non-audit services provision by the external auditor.

No authorisation was given for non-audit services falling into the category prohibited for the external auditor, including those posing a risk to auditor independence.

Approved non-audit services included: CIPD qualification training; corporate seminars; open-format seminars on DipIFR (Diploma in International Financial Reporting); analysis of oil and sulphur export transactions for compliance with Kazakhstan's transfer pricing legislation; submission of an amendment to the restructuring plan and a private creditor test report; ESG reporting assurance; services in connection with the ACCA, DipIFR, CIMA, and Business Coaching Diploma qualifications; issuance of comfort letters in connection with KMG bond placements; and other services.

The Audit Committee oversees the activities of the Internal Audit Service, recognising that an adequately resourced internal audit function is best placed to provide the Board with objective assurance and advice on risk and control matters.

The Committee assesses the effectiveness of the internal audit function and verifies that its work and staff meet KMG's quality, experience and expertise requirements. It does so by receiving quarterly and ad-hoc activity reports of the Internal Audit Service; making recommendations to the Board on the Internal Audit Service's role, authority, and operating procedures; and submitting proposals to the Board on the Service's staffing levels and on the appointment and early termination of powers of its Head and employees. In 2025, the Committee also reviewed the KMG Internal Audit Quality Assurance and Improvement Programme, the revised Guidelines for KMG's Internal Audits, the revised Regulations on the Internal Audit Service, and the Strategy for KMG Internal Audit Service for 2026–2028.

Financial reporting remains central to the Audit Committee's agenda.

In 2025, the Committee received detailed reports from KMG management and the external auditor on the quarterly financial statements, accounting policies, and significant reporting matters.

It engaged regularly with the external auditor and with KMG management – represented by the Deputy Chairman of the Management Board for Economics and Finance and the Chief Accountant – both in joint Committee meetings and in separate sessions on specific agenda items.

The Committee reviewed the KMG interim condensed consolidated financial statements for the three, six, and nine months of 2025.

During these reviews, the Committee discussed the audit report and key issues arising from the financial statement audit directly with the external auditor.

During the reporting period, the Audit Committee also reviewed the audit report on the results of the state audit of the effectiveness of asset use by KMG and certain of its subsidiaries for the benefit of the state.

Given that the Board of Directors and the Audit Committee share responsibility for assessing the effectiveness of the risk management and internal control system, the Committee reviewed quarterly reports on key risks (including financial risks) and on the implementation status of the internal control and business continuity management systems across KMG and its subsidiaries and associates. In 2025, the Committee also reviewed the KMG Risk Appetite Statement, Risk Register, Risk Management Action Plan, Risk Map, risk tolerance levels, and Register of Key Risk Indicators for 2025 and 2026 (taking into account KMG's strategic risks) as well as the revised Risk Management System Policy for KMG and its subsidiaries and associates.

Key matters reviewed by the Committee in 2025

Internal audit	• Review of quarterly reports on the Internal Audit Service's performance • Approval of the Internal Audit Service's budget for 2025 • Assessment of candidates for Head of the Internal Audit Service, and provision of recommendations • Early termination of powers, appointment and determination of remuneration terms, bonuses, and social benefits for the Head of the Internal Audit Service • Review of the Internal Audit Service's performance report for 2024 • Amendments to the Annual Audit Plan of the Internal Audit Service for 2025 • Review of job evaluations of the Internal Audit Service and the Compliance Service • Approval of the KMG Internal Audit Quality Assurance and Improvement Programme • Approval of the 2024 actual performance of the Head of the Internal Audit Service against motivational KPIs • Payment of the bonus to the Head of the Internal Audit Service for 2024 • Approval of the objectives for the Head of the Internal Audit Service for 3Q and 4Q 2025 • Approval of the objectives for the Head of the Internal Audit Service for 4Q 2025 • Review of the job description of the Head of the Internal Audit Service • Early termination of powers, appointment and determination of remuneration terms, bonuses, and social benefits for the Internal Audit Service staff • Approval of a new version of the Regulations on the Internal Audit Service of KMG • Review of the new version of the Guidelines for KMG's Internal Audits • Review of the 2026–2028 Strategy for KMG's Internal Audit Service • Approval of the Annual Audit Plan of the Internal Audit Service for 2026 • Review of proposals for changing the target organisational structure of the Internal Audit Service in light of KMG Group-wide risk and internal control assessment, in fulfilment of Board and Audit Committee instructions • Review of the objectives for the Head of the Internal Audit Service for 2026 • Review of KPIs for the Head of the Internal Audit Service for 2026
Accounting and external audit	• Quarterly approval of KMG's interim condensed consolidated financial statements • Approval of KMG's consolidated financial statements for the year ended 31 December 2024 • Preliminary approval of KMG's standalone annual financial statements for 2024 • Approval of information on audit and non-audit services rendered by Ernst & Young LLP and other companies and on audit and non-audit services rendered by Ernst & Young LLP and other companies that are part of Ernst & Young Global Limited to KMG and its subsidiaries in 2024 and of information on non-audit services permitted to be rendered by Ernst & Young Global Limited to KMG and its subsidiaries in 2024 • Approval of a new version of the Auditor Engagement Policy • Discussion of the external auditor's report on the letter to KMG management following the audit of KMG's consolidated financial statements for 2024, and preliminary review of the action plan for implementing the external auditor's recommendations arising from the audit • Review and discussion with the external auditor of a report for planning the audit of KMG for 2025 • Approval of non-audit services provided by KMG Group's external auditor • Preliminary review of the action plan to fulfil recommendations issued by KMG's independent auditor EY following the audit of the Company's consolidated financial statements for 2024 • Review of the Audit Report on the results of the state audit of the effectiveness of asset use by KMG and certain of its subsidiaries for the benefit of the state
Internal control and risk management	• Progress in implementing internal controls and a business continuity management system at KMG and its subsidiaries (on a quarterly basis) • Approval of KMG's risk appetite statement, risk register and risk management action plan, risk map, risk tolerance levels, and register of key risk indicators for 2025 • Quarterly reports on KMG's key risks • Review of information on: – the map of processes subject to regulation; – analysis of the current state of the methodology; – optimisation and alignment with best practices; – cascading the methodology to subsidiaries and associates; – alignment with the overall strategy and operating model of the holding company; – alignment with technical standards and legislative requirements; – personnel training in methodology and relevant knowledge testing; – review of certain activity types in light of risks and internal audit findings • Amendments to the List of Documents Regulating KMG's Internal Affairs and approval of the Corporate Risk Management System Improvement Concept and the revised Risk Management System Policy for KMG and its subsidiaries and associates • Review of a report by the Head of the Risk Management and Internal Control Service on performance of internal controls of KMG and its subsidiaries • Approval of KMG's key risk report for 3Q 2025, Risk Appetite and Risk Tolerance Levels, Risk Map, Register of Risks, and action plan to manage risks and key risk indicators of KMG for 2026 • Setting KMG's internal limits for partner banks for 2026
Corporate governance	• Approval of the report on compliance / non-compliance with the principles and provisions of KMG's Corporate Governance Code for 2024 • Progress against the 2024–2025 Corporate Governance Improvement Plan for KMG in 2024 • Dates for joint meetings of the KMG Board of Directors and Management Board with employees, and visits to key KMG facilities • Review of the technical specification for procuring advisory services for the KMG corporate governance diagnostic • Amendments to the technical specification for procuring advisory services for the KMG corporate governance diagnostic • Update on the preparation for KMG's annual General Meeting of Shareholders • Preliminary approval of KMG's 2024 Annual Report • Approval of a new version of KMG's Corporate Governance Code • The Audit Committee's performance report for 2024

Corporate governance	• Review of shareholder queries regarding the Company's and its officers' actions in 2024 and corresponding responses • Making changes to the Counting Commission of KMG's General Meeting of Shareholders • Making changes to the Audit Committee of the Board of Directors • Performance and independence of the expert engaged by the Audit Committee • Amending KMG's Charter • Amending the Regulations on the Audit Committee • Approval of a new version of the Regulations on the General Meeting of Shareholders • Report on KMG's cyber security efforts to date • Approval of the Audit Committee's activity plan for 2026 • Quarterly information on the financial status of KMG International N.V. and KMG Trading AG – ability of these companies to secure financing and make payments to oil-producing companies of KMG Group • Amendments to the List of Documents Regulating KMG's Internal Affairs; approval of revised Remuneration Rules for employees of the Internal Audit Service, Corporate Secretary Office, Compliance, and Ombudsman Office; revised salary grade schemes; approval of Performance Assessment Rules for employees of those services; and determination of salary levels for employees of those services • Amendments to the List of Documents Regulating KMG's Internal Affairs, approval of the Rules for Recruiting and Screening Employees of Internal Audit, Compliance, Corporate Secretary and Ombudsman, and recognition as lapsed of the Rules for Recruiting and Screening Employees of Internal Audit, Compliance, Corporate Secretary and Ombudsman • Report on evolution of the IT maturity of KMG subsidiaries and associates, and on the corporate IT architecture
Compliance	• Review of the annual performance report of the Compliance Service for 2024 • Quarterly performance reports of the Compliance Service and reports on submissions received via the hotline • Approval of the 2024 actual performance of the Head of the Compliance Service against motivational KPIs • Amendments to the List of Documents Regulating KMG's Internal Affairs, approval of the Rules for Compliance Due Diligence of Third Parties at KMG and its Subsidiaries and Associates, and recognition as lapsed of the Due Diligence Policy of Counterparties for KMG and its subsidiaries and associates • Approval of KMG's Anti-Corruption Guidelines and amendments to the List of Documents Regulating KMG's Internal Affairs, approved by a Board resolution dated 11 November 2022 (Minutes No. 19/2022) • Approval of the objectives for the Head of the Compliance Service for 3Q and 4Q 2025 • Approval of the objectives for the Head of the Compliance Service for 4Q 2025 • Determination of the bonus payment for the Head of the Compliance Service for 2024 • Approval of a new version of the Regulations on the Compliance Service • Determination of the salary, remuneration terms, bonuses and social benefits payable to the Compliance Service staff • Approval of the activity plan of the Compliance Service for 2026 • Approval of a motivational KPI scorecard and targets for 2026 for the Head of the Compliance Service • Approval of the objectives of the Head of the Compliance Service for 2026.
Interested-party transactions	• Quarterly reports on interested-party transactions entered into by resolution of KMG's Management Board • Conclusion by KMG of an interested-party transaction: supplement No. 9 to contract No. 4152-UVS-ME dated 17 June 2015 for the exploration and production of hydrocarbons at the Bekturly Vostochny block (Mangistau Region), between the Ministry of Energy of the Republic of Kazakhstan (the Competent Authority), KMG (the Subsoil User), and Kokel Munay (the Subsoil User) • Conclusion by KMG of an interested-party transaction: addendum No. 2 to the financing agreement dated 24 December 2015 between KMG and Kokel Munay regarding contract No. 4152-UVS-ME dated 17 June 2015 for the exploration and production of hydrocarbons at the Bekturly Vostochny block (Mangistau Region)

Interested-party transactions	• Conclusion by KMG of an interested-party transaction: addendum No. 2 to transportation agreement No. R-OD-18-0409 dated 26 December 2018 between KMG and Caspian Pipeline Consortium-R, and addendum No. 2 to transportation agreement No. K-OD-18-0196 dated 26 December 2018 between KMG and Caspian Pipeline Consortium-K
Review of the reports of local authorities (including tax authorities), external and internal auditors and KMG's management on compliance with laws	Information on investigations and/or checks of KMG's subsidiaries and/or associates and/or their employees initiated by government agencies with respect to corruption offences and/or crimes

Attendance of the Committee's meetings by its members in 2025

Meeting No. and date / Member of the Board of Directors	1/2025, 14 Jan 2025	2/2025, 30 Jan 2025	3/2025, 3 Feb 2025	4/2025, 3 Mar 2025	5/2025, 5 Mar 2025	6/2025, 26–27 Mar 2025	7/2025, 14 Apr 2025	8/2025, 12 May 2025	9/2025, 19 May 2025	10/2025, 2 Jun 2025	11/2025, 30 Jun 2025	12/2025, 4 Aug 2025	13/2025, 14 Aug 2025	14/2025, 8 Sep 2025	15/2025, 6 Oct 2025	16/2025, 19 Nov 2025	17/2025, 24 Nov 2025	18/2025, 1 Dec 2025	19/2025, 17 Dec 2025	Participation, %
Armanbai Zhubayev	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	100
Philip Holland	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	100
Saya Mynsharipova	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	100

Report of the Health, Safety, Environment and Sustainable Development Committee

In 2025, the Health, Safety, Environment and Sustainable Development Committee held 9 meetings and reviewed 61 matters.

As at 31 December 2025, the Health, Safety, Environment and Sustainable Development Committee comprised:

1. Armanbai Zhubayev – Chairman of the Committee since 2 June 2023.
2. Uzakbay Karabalin – member of the Committee since 8 May 2019.
3. Arman Argingazin — member of the Committee since 2 June 2023.

9 meetings
held by the Health, Safety, Environment and Sustainable Development Committee in 2025

Key matters reviewed by the Committee in 2025

Health, Safety and Environment	• Report on industrial safety, occupational health, and environmental protection • Review of reports by heads of subsidiaries and associates on industrial safety, occupational health, and environmental protection at Karazhanbasmunai, Oil Services Company, Ozenmunaigas, Mangistaumunaigaz, Embamunaigas, OzenMunayService, Kazgermunai, Atyrau Refinery, Pavlodar Refinery, and PetroKazakhstan Oil Products • Recognition as lapsed of KMG Group's Corporate Standard for Assessing the Environmental Impact of Planned Activities • Report on the elimination of violations at Karazhanbasmunai • 2024 progress against activities under KMG's 2060 Low-Carbon Development Programme • Report on the findings of the investigation into a fatal accident at Ozenmunaigas • Imposition of a disciplinary action against a Management Board member • Approval of the activity plan for 2026 for the Health, Safety, Environment and Sustainable Development Committee • Measures to improve industrial safety across KMG Group and contractors, aimed at preventing and reducing injuries and ensuring compliance with KMG corporate requirements and standards
Sustainable development and ESG ratings	• Performance report of the Health, Safety, Environment and Sustainable Development Committee for 2024 • Measures taken by the Board of Directors to grow KMG's long-term value and ensure its sustainable development, and the factors driving that growth • Approval of KMG's 2024 Sustainability Report • ESG rating and status of implementation of the KMG ESG Risk Rating Improvement Action Plan • KMG's contribution to achieving the Sustainable Development Goals (the Company aims towards sustainability in its operations, integrating the core UN principles, global trends, Kazakhstan's development priorities, and universal human values into its business strategy; the Company upholds all 17 UN Sustainable Development Goals, actively participating in their implementation)

The Health, Safety, Environment and Sustainable Development Committee of the Board of Directors fulfils its mandate in the fields of industrial safety, occupational health, and environmental protection by carrying out preliminary review of strategic and programme documents and making recommendations to the Board of Directors.

The Committee regularly reviews Management Board reports on the state of industrial and environmental safety, analyses injury, accident, and environmental incident data, examines the causes of significant incidents, and assesses the adequacy of the corrective measures taken. Its findings and recommendations feed directly into Board decision-making.

The Committee contributes to embedding ESG principles into KMG's activities by carrying out preliminary reviews of strategic and programme documents, analysing risks, monitoring reporting, making recommendations to the Board of Directors, and overseeing the implementation of Board decisions in the areas of industrial safety, occupational health, environmental protection, and sustainable development.

As part of the approval process for KMG's 2024 Sustainability Report, the ESG rating, and the progress on KMG's ESG Risk Rating Improvement Action Plan, the Committee received detailed information on KMG's standing in the MSCI ESG rating.

The review covered assessment results across environmental (E), social (S), and governance (G) performance, key indicator trends, and the factors that enabled the Company to retain its BBB rating. The status of the ESG Risk Rating Improvement Action Plan was also presented, encompassing measures relating to:

- reducing the carbon footprint and managing pollutant emissions;
- developing biodiversity and responsible water management practices;
- improving the occupational health and industrial safety system;
- strengthening corporate governance, business ethics, and disclosure transparency.

Particular attention was given to KMG's contribution to the UN Sustainable Development Goals, highlighting the Company's systemic approach to sustainability: embedding ESG principles into its development strategy, aligning corporate initiatives with the UN SDGs, and ensuring coherence with Kazakhstan's national social and economic development priorities.

The materials presented confirm the Company's ongoing efforts to advance sustainable governance and improve the quality of corporate responsibility over the long term.

The Health, Safety, Environment and Sustainable Development Committee regularly received reports on occupational health and environmental protection, ensuring that members remained current on key performance indicators and the preventive measures being taken to prevent incidents across KMG Group.

The matters brought before the Committee are of genuine importance to the Company, helping to sharpen focus on critical sustainability, industrial safety and environmental issues, and to address related challenges.

Attendance of the Committee's meetings by its members in 2025

Meeting No. and date **Committee member**	1/2025, 3 Feb 2025	2/2025, 3 Mar 2025	3/2025, 14 Apr 2025	4/2025, 12 May 2025	5/2025, 2 Jun 2025	6/2025, 30 Jun 2025	7/2025, 8 Sep 2025	8/2025, 6 Oct 2025	9/2025, 1 Dec 2025	Participation, %
Armanbai Zhubayev	+	+	+	+	+	+	+	+	+	100
Uzakbay Karabalin	+	+	+	+	+	+	+	+	+	100
Arman Argingazin	+	+	+	+	+	+	+	+	+	100

Management Board

Membership of the Management Board

Membership of the Management Board as of 31 December 2025

ASKHAT KHASSENOV
Chairman of the Management Board

KURMANGAZY ISKAZIYEV
First Deputy Chairman of the Management Board

BEKZAT ABAIYILDANOV
Deputy Chairman of the Management Board

RUSLAN BALYKBAYEV
Deputy Chairman of the Management Board

KAZBEK KUSAINOV
Deputy Chairman of the Management Board

BULAT ZAKIROV
Deputy Chairman of the Management Board

ASSET MAGAUOV
Deputy Chairman of the Management Board

DIANA ARYSSOVA
Deputy Chairperson of the Management Board

SHAFKAT KUDABAYEV
Deputy Chairman of the Management Board

Membership of the Management Board as of the time of approving the 2025 Annual Report

ASKHAT KHASSENOV
Chairman of the Management Board

KURMANGAZY ISKAZIYEV
First Deputy Chairman of the Management Board

BEKZAT ABAIYILDANOV
Deputy Chairman of the Management Board

RUSLAN BALYKBAYEV
Deputy Chairman of the Management Board

KAZBEK KUSAINOV
Deputy Chairman of the Management Board

BULAT ZAKIROV
Deputy Chairman of the Management Board

ASSET MAGAUOV
Deputy Chairman of the Management Board

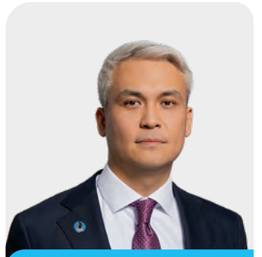
DIANA ARYSSOVA
Deputy Chairperson of the Management Board

SHAFKAT KUDABAYEV
Deputy Chairman of the Management Board

Askhat Khassenov
Chairman of the Management Board since May 2024

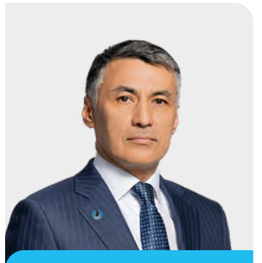
Kurmangazy Iskaziyev
First Deputy Chairman of the Management Board

Bekzat Abaiyildanov
Deputy Chairman of the Management Board

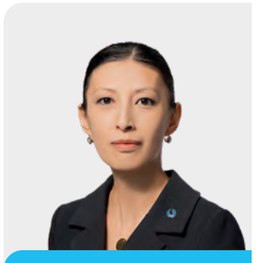


Ruslan Balykbayev
Deputy Chairman of the Management Board

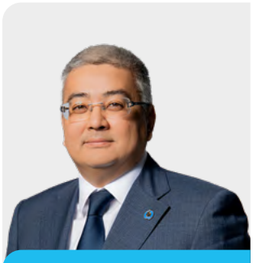
Bulat Zakirov
Deputy Chairman of the Management Board



Asset Magauov
Deputy Chairman of the Management Board



Diana Aryssova
Deputy Chairman of the Management Board



Shafkat Kudabayev
Deputy Chairman of the Management Board

Kazbek Kusainov
Deputy Chairman of the Management Board

Biographies of the Management Board members

Askhat Khassenov

Chairman of the Management Board of KMG

Date of birth: 13 October 1983

Education

- Oil and Gas Well Drilling, Kanysh Satpayev Kazakh National Technical University
- Management, University of International Business

Experience

- Started his career in 2005 as a 3rd grade oil and gas production operator at Turgai Petroleum (Kyzylorda).
- In 2006–2010, he worked in the Main Dispatching Department of the Oil and Gas Industry, starting out as a leading expert in technical regulation and then progressing to vice-president.
- From 2010 to 2019, he worked as a chief expert, head of the Department for Monitoring and Analysis of State Control of the Technical Regulation and Metrology Committee of the Ministry of Industry and New Technologies of the Republic of Kazakhstan.
- In 2011–2014, he was head of the Department of State Inspection and Permit Issuance under the Committee for State Inspection in the Oil and Gas Industry of the Ministry of Oil and Gas of the Republic of Kazakhstan.
- In 2014–2019, he was head of the Department of Petrochemicals and Technical Regulation, head of the Department for the Development of the Petrochemical Industry and Technical Regulation of the Ministry of Energy of the Republic of Kazakhstan.
- In 2019–2022, he was Managing Director of Oil Project Service LLP and Deputy Chairman of the Management Board of KLPE LLP.
- In 2022, he was appointed Vice-Minister of Energy of the Republic of Kazakhstan. In this role, he oversaw subsoil use and petrochemical development, while also chairing the Central Commission for Exploration and Development of Hydrocarbon Reserves.
- Since May 2024, he has been serving as Deputy Chairman of KMG's Management Board.

Holds no shares in KMG or its subsidiaries and associates (directly or indirectly), is not involved in any transactions therewith.

Kurmangazy Iskaziyev

First Deputy Chairman of the Management Board

Date of birth: 11 May 1965.

Education

- Mining Engineering and Geology, Lenin Kazakh Polytechnic Institute
- Post-doctoral degree in Geological and Minearological Sciences

Experience

- In 1985, Kurmangazy Iskaziyev started his career as an operator-collector at district engineering service No. 2 of the Balykshinsky Exploration Drilling Department of the Embaneft production association.
- In 1985–1993, he worked as an engineer-geologist with the geological exploration thematic crew, then as an operator and geologist at Expedition of Deep Exploration Drilling No. 1 of the Embaneft production association.
- In 1993–1995, he served as a 2nd category geologist and subsequently as a chief geologist of the engineering support centre at the Atyrau Drilling Department of Embamunaigas.
- In 1995–2003, he was Chief Geologist and Deputy Head of the Department for Enhanced Oil Recovery and Well Workover at Kazakhoil-Emba.
- In 2003–2004, he served as Head of the Department of Geology and Development of Oil and Gas Fields at Embamunaigas.
- Since 2004, he has held various senior positions, including Deputy Head of the Department of Production and Technical Expertise, Deputy Head and Head of the Department of Geology and Development of KMG EP, Executive Director for Oil and Gas Production, Managing Director for Geology, Geophysics and Reservoirs, Managing Director for Non-Operating Assets, Deputy Chairman of the Management Board for Geology and Prospective Projects, and Managing Director for Geology – Chief Geologist of KMG.
- Since 2015, he has held various positions, heading Embamunaigas, KazMunayGas Exploration Production, KMG Representative Office in Aktau, and Kalamkas-Khazar Operating.
- Since 17 May 2024, he has been serving as the First Deputy Chairman of the Management Board at KMG.
- Kurmangazy Iskaziyev is a winner of the Al-Farabi State Prize in the field of science and technology Recipient of the Order of Kurmet and badges of Honoured Prospector of the Republic of Kazakhstan and Honoured Worker of the Oil and Gas Industry of the Republic of Kazakhstan.

Holds no shares in KMG or its subsidiaries and associates (directly or indirectly), is not involved in any transactions therewith.

Bekzat Abaiyildanov

Deputy Chairman of the Management Board

Date of birth: 16 August 1976

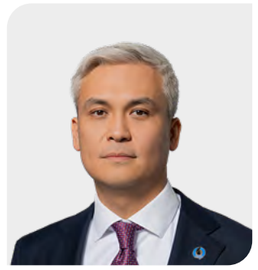
Education

- Management and Production Setup, Development and Operation of Oil and Gas Fields, Kanysh Satpayev Kazakh National Technical University

Experience

- In 1999–2000, Bekzat Abaiyildanov worked as a 1st category planning engineer, production rate expert in the well servicing workshop and assistant operator for well servicing at Oil and Gas Production Department No. 1, branch of UzenMunayGas.
- In 2000–2002, he held the positions of Chief Planning Engineer and Head of Planning, Labour and Wages in the Experimental Production Department, production branch of UzenMunayGas.
- In 2003–2004, he served as Head of Asset Management, Deputy Head of the Control and Analytics Department, and Head of the Control and Analytics Department at UzenMunayGas.
- In 2004–2005, he was Head of Finance at Ozenmunaigas, branch of KMG EP.
- In 2005–2007, he served as director at Shinjir.
- In 2007–2008, he was the first deputy head of the representative office at Arnaoil.
- In 2008–2009, he held the role of CEO at JV Matin.
- In 2009–2016, he was Chairman of the Management Board and CEO at Caspi Neft.
- In 2016–2017, he served as the Deputy CEO for Production at KMG EP.
- In 2017–2018, he continued to work as the Deputy CEO for Production at KMG EP, while also taking on the role of CEO at Ozenmunaigas.
- In 2018–2020, he held the position of advisor to the Chairman of KMG's Management Board.
- In 2020–2021, he served as the Deputy CEO for Resource Development and Technical Policy and the Deputy Chairman of the Management Board for Geological Exploration and Production at KazTransGas.
- In 2020–2022, he held the role of a part-time CEO at OtanGas.
- Since 2024, he has been an advisor to the Director at EMG Stroiservice.
- Since September 2024, he has been serving as Deputy Chairman of KMG's Management Board.

Holds no shares in KMG or its subsidiaries and associates (directly or indirectly), is not involved in any transactions therewith.



Ruslan Balykbayev

Deputy Chairman of the Management Board

Date of birth: 7 April 1987

Education

- Development of Oil and Gas Fields, Kazakh-British Technical University
- Master of Science in Petroleum Engineering, Polytechnic University of Turin (Italy)

Experience

- In 2010, Ruslan Balykbayev started his career in the National Agency for the Development of Local Content (NADLoC) under the Ministry of Industry and New Technologies of the Republic of Kazakhstan.
- In 2011–2013, he was employed as a hydrocarbon distribution engineer at
- Agip Kazakhstan North Caspian Operating Company N.V. (Agip KCO).
- In 2013–2024, he held various positions at PSA, including manager, chief manager, director of the PSA Project Management Department, director of the Technical Department and general manager for the North Caspian Project (member of the Management Board).
- In July 2024, he was appointed Deputy Chairman of KMG's Management Board.
- Recipient of the Yeren Enbegi Ushin Medal (For Distinguished Labour) and the Honoured Worker of the Oil and Gas Industry Badge.

Holds no shares in KMG or its subsidiaries and associates (directly or indirectly), is not involved in any transactions therewith.

Kazbek Kusainov

Deputy Chairman of the Management Board

Date of birth: 24 March 1981

Education

- International Economic Relations, University of International Business
- Oil and Gas Field Development, Kanysh Satpayev Kazakh National Technical University
- MBA programme, Moscow School of Management SKOLKOVO

Experience

- Kazbek Kusainov began his career in 2000 as an expert in the Administrative Department of KazTransOil.
- In 2002, he was appointed chief expert of the Asset Management Department at KMG.
- In 2003–2005, he served as chief manager and subsequently Deputy Head of the Asset Management Department at KazTransGas.
- In 2005–2021, he held the position of Deputy CEO at M&SE.
- In 2010–2013, he was a Member of the Board of Directors (Independent Director) at OTAN Non-State Pension Fund and Member of the Board of Directors (Independent Director) at Kazakhstan Mortgage Company.
- In 2014–2017, he served as Member of the Board of Directors (Independent Director) at Optima Bank.
- In 2016–2020, he was Vice-President of the Kazakhstan Chess Federation.
- In 2020–2022, he served as Chairman of the Supervisory Board of Bugin Holding.
- In 2023–2025, he was Member of the Board of Directors (Independent Director) at KazTransOil.
- Since April 2025, he has been serving as Deputy Chairman of KMG's Management Board.

Holds no shares in KMG or its subsidiaries and associates (directly or indirectly), is not involved in any transactions therewith.

Bulat Zakirov

Deputy Chairman of the Management Board

Date of birth: 16 July 1976

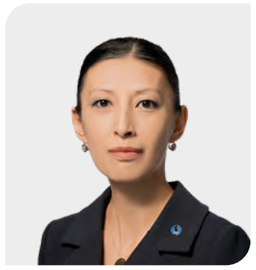
Education

- International Monetary and Financial Relations, Kazakh State Academy of Management
- Oil and Gas Economics, University of Dundee (Scotland)

Experience

- In 1999–2009, Bulat Zakirov worked at KazTransOil as an expert of the Strategic Planning Department, a manager of the Project Management Department, the Chief Manager, the Deputy Director and subsequently the Director of the Transport Logistics Department, the Director of the Advanced Development Department, and the Deputy CEO for Development.
- In 2009–2011, he was the Deputy CEO and CEO of KMG-Transcaspian.
- In 2012–2016, he worked at KazTransOil as the Advisor to the CEO, Managing Director for Production, Deputy CEO for Development, and Managing Director for Assets.
- In 2016–2018, he was the Advisor to the CEO of KMG Systems & Services.
- Since 2018, he has been serving as Director of the Oil Transportation Department, Head of Oil Transportation at KMG.
- Since May 2022, he has been Deputy Chairman of KMG's Management Board for Oil Transportation, International Projects and Sary-Arka Gas Pipeline Construction.

Holds no shares in KMG or its subsidiaries and associates (directly or indirectly), is not involved in any transactions therewith.



Diana Aryssova

Deputy Chairperson of the Management Board

Date of birth: 20 March 1979

Education

- International Finance, degree with honours, Kazakh State Academy of Management
- MBA, Yokohama National University (Japan)
- Degree in Corporate Finance, London Business School (UK)

Experience

- Diana Aryssova began her career in 1999 as Lead Economist of the Currency Regulation and Control Office of the National Bank of the Republic of Kazakhstan.
- In 2004–2005, she was Assistant for Banking Affairs of the European Bank for Reconstruction and Development.
- In 2006–2007, she held the position of Energy Project Coordinator of the British Embassy in the Republic of Kazakhstan.
- In 2007–2012, she held various positions with MNC KazMunayTeniz: Deputy Director, Director of the Corporate Finance Department, and Acting Deputy General Director for Economy and Finance.
- In 2012–2016, she was Deputy General Director for Economy and Finance and Chief Financial Officer of KMG Drilling & Services.
- In 2016–2023, she was Director of the Oil and Gas Operation Account Examination Department of PSA.
- In April 2023, she was appointed Deputy Chairperson of KMG's Management Board.

Holds no shares in KMG or its subsidiaries and associates (directly or indirectly), is not involved in any transactions therewith.

Asset Magauov

Deputy Chairman of the Management Board

Date of birth: 28 November 1972

Education

- Economics and Management in the Energy Sector, Gubkin State Academy of Oil and Gas

Experience

- In 1994–1998, Asset Magauov worked as an economist, 2nd category economist and deputy head of the planning and economics department at Tenizmunaigas.
- In 1998–2001, he held various positions in the Ministry of Energy, Industry and Trade of the Republic of Kazakhstan, including Deputy Head of Division, Head of Division, Deputy Director of the Tax and Tariff Policy Department and Deputy Director of the Department for Management of State Assets.
- From February to October 2001, he worked as the chief manager of the Tengiz Project Department of Kazakhoil.
- In 2001–2002, he was the deputy director at NC Oil and Gas Transportation.
- In 2002–2004, he worked as a deputy head and head of the Tengizchevroil share management department at KMG.
- In 2004–2006, he held the position of Deputy CEO at Tengizchevroil.
- In 2006–2008, he worked as a managing director for JV share management at KMG.
- In 2008–2010, he served as a Vice-Minister for Energy and Mineral Resources of the Republic of Kazakhstan.
- In 2010–2011, he held the position of Vice-Minister for Oil and Gas of the Republic of Kazakhstan.
- In 2011–2012, he worked as the CEO at Mangistaumunaigaz.
- In 2012–2016, he held the role of CEO at the KAZENERGY Association.
- In 2016–2017, he served as a Vice-Minister in the Ministry of Energy of the Republic of Kazakhstan.
- In 2017–2019, he held the role of CEO at the KAZENERGY Association.
- In 2019–2023, he served as a Vice-Minister in the Ministry of Energy of the Republic of Kazakhstan.
- In 2023–2024, he worked as an external advisor to the Minister of Energy of the Republic of Kazakhstan.
- In March 2024, he was appointed CEO of the International Centre for Development of Oil and Gas Machine Building.
- Since September 2024, he has been serving as Deputy Chairman of KMG's Management Board.

Holds no shares in KMG or its subsidiaries and associates (directly or indirectly), is not involved in any transactions therewith.

Shafkat Kudabayev

Deputy Chairman of the Management Board

Date of birth: 28 October 1980

Education

- Law, Karaganda University of Business, Management and Law
- Finance and Credit, Buketov Karaganda State University
- MBA in the Management of Oil and Gas Business, International Business School, Gubkin Russian State University of Oil and Gas
- Tax Law and Taxation, Russian Presidential Academy of National Economy and Public Administration

Experience

- Shafkat Kudabayev began his career in 2001 as a leading expert in the Litigation Department of the Ministry of State Revenues of the Republic of Kazakhstan.
- In 2002–2008, he was chief expert in the Litigation Department, Head of the Litigation Department, Deputy Head of the International Taxation Division, and Head of Legal at the Tax Committee of the Ministry of Finance of the Republic of Kazakhstan.
- In 2008–2020, he served as Head of the Tax Department for the Karaganda Region and Head of the Specialised Division of the State Revenues Committee of the Ministry of Finance of the Republic of Kazakhstan.
- In 2020–2021, he worked as a tax expert at BTS Digital Ventures Fund.
- In 2021–2022, he took on the role of Executive Director in the Fiscal Regulation Department of the KAZENERGY Association of Oil, Gas and Energy Companies.
- In 2022–2024, he served as Director of the Subsoil Use Department in the Ministry of Energy of the Republic of Kazakhstan.
- In 2024–2025, he was a business partner of the Chairman of KMG's Management Board.
- In 2025, he was appointed Deputy Chairman of KMG's Management Board.

Holds no shares in KMG or its subsidiaries and associates (directly or indirectly), is not involved in any transactions therewith.

Management Board performance report for 2025

The Management Board's activities are regulated by the Law of the Republic of Kazakhstan On Joint Stock Companies, with due consideration of the specifics established by the Law of the Republic of Kazakhstan for the Sovereign Wealth Fund, KMG's Charter, and the Regulations on the Management Board. The Management Board may pass resolutions on any matters relating to KMG's operations not referred by regulations of the Republic of Kazakhstan and KMG's Charter to the remit of KMG's other bodies and officials. KMG's Management Board is headed by the Chairman of the Management Board appointed (elected) by the General Meeting of Shareholders. KMG's Board of Directors is responsible for electing other members of the Management Board.

Key focus areas within the remit of the Management Board include:

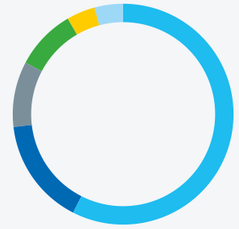
- implementing KMG's Development Strategy and KMG's Development Plan;
- carrying out KMG's day-to-day financial and business operations, including execution of the business plan and implementation of investment projects;
- implementing sustainability efforts at KMG and its subsidiaries and associates;
- monitoring any conflicts of interest and corporate conflicts and contributing to their settlement;
- passing resolutions on matters related to activities of KMG's subsidiaries and associates, other than those reserved exclusively to KMG's Board of Directors pursuant to KMG's Charter;
- increasing KMG's liabilities and acquiring or disposing of property in line with the established materiality threshold.

KMG's Management Board is formed by the Board of Directors based on proposals of the Chairman of the Management Board. As of 31 December 2025, the Management Board comprised nine key executives of KMG. Meetings of the Management Board are held in person and in absentia and are convened as necessary.

In 2025, the Management Board passed 527 resolutions (100%) at in-person meetings, with 53 minutes of meetings of the Management Board issued.

147 out of all matters addressed in the Management Board resolutions passed at in-person meetings in 2025 were submitted to KMG's Board of Directors in accordance with the established procedure.

Matters submitted to KMG's Board of Directors



Number of matters

85	Internal documents
23	Interested-party transactions
14	Resolutions on transactions exceeding USD 200 mln
13	Reports on internal activities
6	Resolutions on organising General Meetings of Shareholders (Participants) in subsidiaries and associates
6	Investment-related matters in line with Samruk-Kazyna's corporate standard

527 resolutions
adopted by KMG's Management Board in 2025

53 minutes
of meetings of the Management Board issued

85 of those matters pertained to:

- draft documents or amendments and additions to existing internal documents, as well as issue by KMG of a bond to Samruk-Kazyna;
- preliminary approval of KMG's consolidated annual financial statements for 2024;
- conclusion by KMG of the joint venture agreement under the Zhylyoi project between KMG and CNOOC HONG KONG HOLDING LIMITED and the hydrocarbon exploration and production contract for the complex subsoil area of the Zhylyoi block;

- conclusion by KMG of the joint venture agreement under the Berezovsky project between KMG and Sinopec International Energy Investment Holdings Netherlands B.V. and the hydrocarbon exploration and production contract for the complex subsoil area of the Berezovsky block;
- approval of the consolidated Development Plan of KMG for 2025–2029 (taking into account changes in macroeconomic indicators) and for 2026–2030;
- approval of the road map for the implementation of practical solutions in artificial intelligence in the production processes of KMG;
- gratuitous disposal by Ak Su KMG LLP of a 100% stake in the authorised capital of Kenderly Desalination Plant LLP to the Mangistau Region for municipal ownership, etc.

In line with the remit of the Board of Directors covering the matters reserved exclusively to the General Meetings of Shareholders (Participants) of subsidiaries and associates, six resolutions of KMG's Management Board were passed to address various aspects of activities in:

- KMG Engineering LLP (3);
- KMG Karachaganak LLP (1).
- JSC KazTransOil (1);
- NMSC Kazmortransflot LLP (1).

In the reporting period, the Management Board also submitted for the consideration of the Board of Directors 23 matters regarding KMG's entering into interested-party transactions.

In 2025, 14 matters were passed on for the consideration of KMG's Board of Directors that concerned the approval of investment projects and transactions of KMG and its subsidiaries and associates with a value exceeding USD 200,000,000 (two hundred million) denominated in KZT at the exchange rate set in the macroeconomic forecast (baseline scenario) for the relevant period.

In accordance with the Corporate Standard of Investment Activity of JSC Samruk-Kazyna and legal entities in which Samruk-Kazyna, directly or indirectly, holds more than 50% of voting stock (equity stake) as approved by Resolution of Samruk-Kazyna's Management Board (Minutes No. 09/20 dated 17 March 2020), the Management Board resolved to submit one matter for the consideration of Samruk-Kazyna's Strategic Investment Committee and six matters for subsequent consideration of KMG's Board of Directors.

In addition, the Management Board approved and submitted for the consideration of the Board of Directors 13 reports, including:

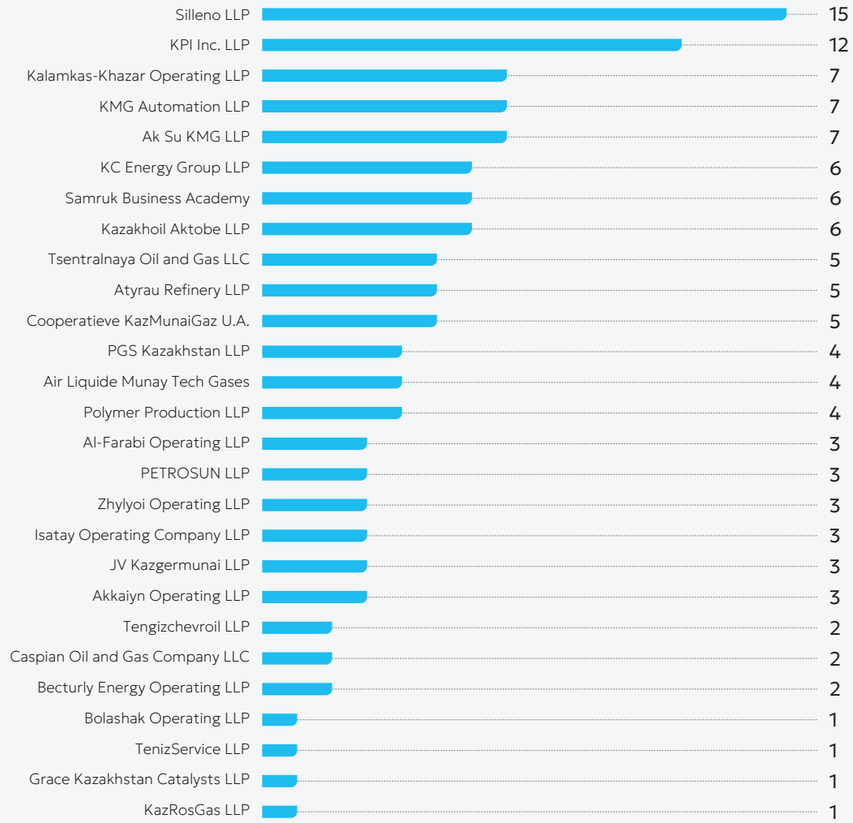
- the 2024 Progress Report on the Development Strategy of KMG for 2022–2031;
- report on interested-party transactions approved by the Management Board of KMG in 4Q 2024;
- KMG's key risk report for 4Q 2024;
- report on interested-party transactions approved by the Management Board of KMG in 1Q, 2Q and 3Q 2025;
- the 2024 Sustainability Report of KMG;
- the 2024 Progress Report on KMG's Consolidated Development Plan for 2024–2028;
- the 1H 2025 Progress Report on the Development Strategy of KMG for 2022–2031;
- KMG's key risk report for 1Q (twice), 2Q and 3Q 2025.

In accordance with the Rules on the Transactions between Samruk-Kazyna Group Entities that Fall within the Special Requirements Established by the Law of the Republic of Kazakhstan On Joint Stock Companies, in 2025 the Management Board passed 59 resolutions on KMG's interested-party transactions.

Within the remit covering the matters reserved exclusively to the General Meetings of Shareholders (Participants) of subsidiaries and associates, as part of its responsibility to determine the Company's voting position at the General Meetings of Shareholders (Participants), the Management Board passed:

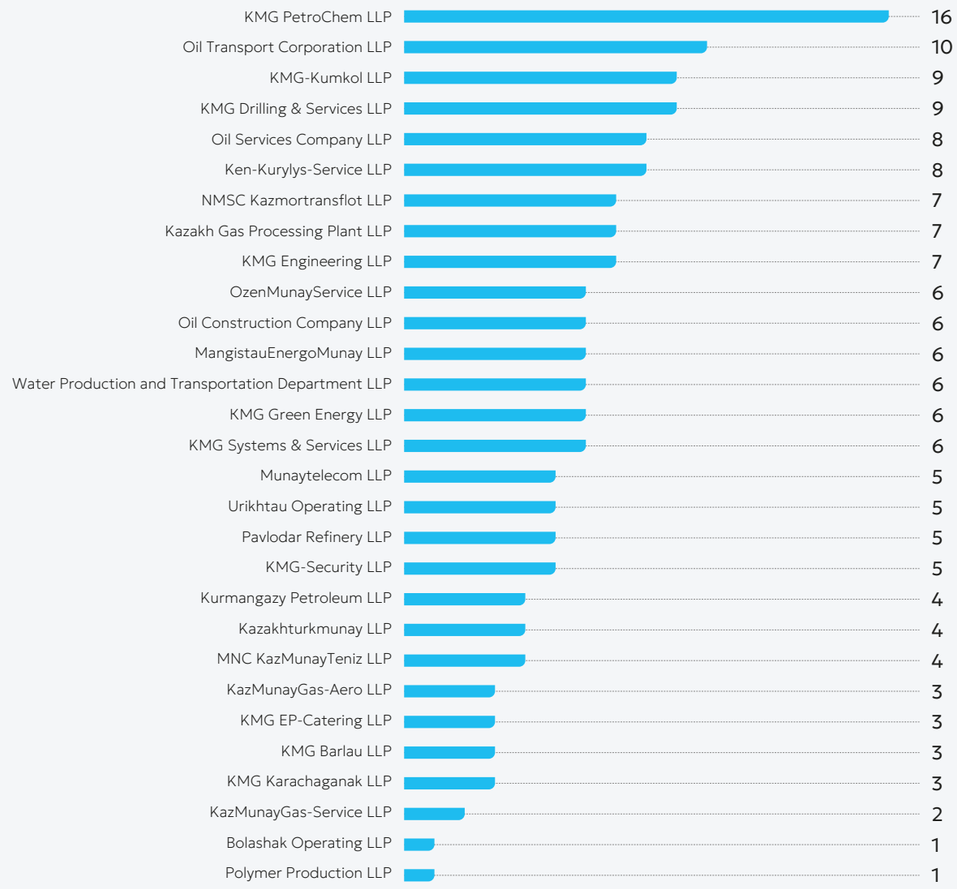
12 resolutions passed as a shareholder/trustor of:

121 resolutions passed to determine KMG's position as a participant / trustee manager of a stake in the authorised capital of:



18 resolutions passed as the sole shareholder / the holder of 100% of voting shares in KMG's subsidiaries:

165 resolutions passed as the sole shareholder / the sole founder / the holder of a 100% stake in KMG's subsidiaries:



During the reporting period, the KMG Management Board passed 13 resolutions on transactions amounting to up to 10% of KMG's equity.

In accordance with the Rules for Planning, Review and Pre-Approval of Charitable Support (Charitable Projects) by Samruk-Kazyna Group Entities approved by the Management Board of Samruk-Kazyna on 30 June 2022 (Minutes No. 36/22), the Management Board of KMG adopted three resolutions to offer charitable assistance, including to the Samruk-Kazyna Trust Corporate Foundation, Alash Armany Foundation, and ULAN PLUS Foundation.

In 2025, the Management Board also approved:
- KMG's Dividend Policy for Subsidiaries and Associates;
- Youth Policy of KMG and its Subsidiaries and Associates;
- 6 regulations;
- 15 rules;
- staff list of KMG and staff list of the KMG Representative Office in Aktau;
- KMG's action plan to implement the 2060 Low-Carbon Development Programme;
- the adjusted business plan of KMG for 2025–2029 (four times);
- the adjusted budget of KMG for 2025 (seven times);
- the business plan of KMG for 2026–2030;
- the budget of KMG for 2026;
- the activity plan for the Management Board of KMG for 2026;
- the salary grid for executives and administrative employees of KMG, as well as the salary grid for employees of the KMG Representative Office in Aktau;
- base tariffs for 2025 at selected entities of KMG Group, etc.

In addition, the Management Board passed 27 resolutions to amend some of KMG's internal documents. The Management Board also adopted six resolutions to reallocate the budget of KMG for 2025.

Remuneration report

Remuneration of the Board of Directors

The General Meeting of Shareholders determines the remuneration for KMG's Board members, which is paid to independent directors and Samruk-Kazyna representatives. Remuneration is fixed and determined based on the Company's scale of operations, strategic objectives, and directors' individual responsibilities.

The remuneration methodology follows the Guidelines on Forming Boards of Directors / Supervisory Boards at Companies of Samruk-Kazyna, which establish the procedure for determining KMG's Board member remuneration and are designed to attract and retain qualified professionals. In 2025, KMG did not engage external consultants to determine remuneration.

Fixed remuneration for a given reporting period (quarter) is conditional on a Board member's participation in more than half of all Board meetings held during that period (in person or in absentia), excluding absences due to illness. Where this condition is not met, remuneration for the period is not paid.

The Nomination and Remuneration Committee of the Board of Directors reviews remuneration matters as needed, including as part of the Board's performance evaluation.

In 2025, no Board member waived remuneration to which they were entitled, and no arrangements for the future waiver of remuneration were in place.

Total remuneration paid to members of the Board of Directors in 2023–2025

	2023	2024	2025
Total remuneration paid to members of the Board of Directors in USD	196,375	-	-
Total remuneration paid to members of the Board of Directors in KZT	97,215,050	207,200,000	207,200,000

Remuneration of the Management Board

KMG's Board of Directors determines the remuneration policy and performance evaluation procedure for KMG's Management Board members in line with the Corporate HR Management Standard of JSC Samruk-Kazyna Group.

Total payments to Management Board members in 2025 amounted to KZT 519,091,079. This includes gross salaries (before taxes and mandatory deductions), performance-based remuneration, and all monetary bonuses paid to members during their tenure on the Management Board in 2025, as provided for by the Remuneration Rules for the Executives of KMG approved by the Board of Directors on 11 February 2025.

Remuneration is paid to Management Board members based on annual performance evaluations, incentivising achievement of strategic and priority goals reflected in measurable, interrelated, consistent, and balanced motivational KPI scorecards.

Each motivational KPI scorecard comprises corporate and functional KPIs.

The Nomination and Remuneration Committee of the Board of Directors pre-reviews matters related to building an effective and transparent remuneration framework.

Total remuneration paid to members of the Management Board in 2023–2025

Indicator	2023	2024	2025
Total remuneration paid to members of the Management Board in KZT	388,673,642	497,815,040	519,091,079

Responsibility statement

In line with the Corporate Governance Code[1], KMG's Board of Directors and the Management Board are responsible for preparing a reliable annual report and financial statements of the Company.

The Board of Directors and each member of the Board of Directors confirm their responsibility for preparing and approving the annual report and financial statements. In the Board's view, this Annual Report, including the audited IFRS financial statements, taken as a whole, is fair, unbiased, balanced, and understandable, providing shareholders with the information needed to assess the Company's financial position, performance, and business model.

Each member of the Board of Directors confirms that to the best of their knowledge:

- the financial statements, prepared in accordance with IFRS, give a true and fair view of the assets, liabilities, financial position and profit or loss of the Company and the subsidiary undertakings included in the consolidation taken as a whole;
- the Management Board's report includes a fair review of the development and performance of the business and the financial position of the Company and the subsidiary undertakings included in the consolidation taken as a whole, together with a description of the principal risks and uncertainties they face.

In line with the Code, the Board of Directors has determined that Philip Holland, Armanbai Zhubayev, Arman Argingazin, Saya Mynsharipova, and Askar Shakirov are independent in character and judgement.

The Board of Directors has also determined that there are no relationships or circumstances which are likely to affect, or could appear to affect, the directors' judgement.

The Company's management shall be responsible for preparing the annual report and IFRS consolidated financial statements, as well as for setting up and maintaining an internal control system necessary to ensure the fair presentation of information.

KMG's Audit Committee of the Board of Directors, oversees preparation of the consolidated financial statements and annual reports.

In preparing this Annual Report, management assessed the Company's ability to continue as a going concern for at least twelve months from the financial statements' approval date. Based on current financial performance, available credit facilities, cash flow forecasts, and the development budget, management confirms that the Company has sufficient resources to continue operations and meet its obligations as they fall due.

In management's opinion, as of the date of approving the Annual Report, no material uncertainties exist relating to events or conditions that could cast significant doubt on the Company's ability to continue as a going concern.

Company management confirms its responsibility for assessing the Company's going concern status.

[1] Approved by resolution of KMG's Extraordinary General Meeting of Shareholders dated 13 October 2025 (Minutes No. 3/2025, item 1).

Corporate control

Managing corporate conflicts

In the event of corporate conflicts, the parties attempt to settle them by negotiation to efficiently protect the interests of KMG and other stakeholders.

In order to be effectively prevented or addressed, corporate conflicts primarily need to be identified as soon and fully as possible, with all corporate governance bodies to act in a consorted manner.

Corporate conflicts are addressed by the Chairman of the Board of Directors assisted by the Corporate Secretary. If the Chairman of the Board of Directors is involved in a corporate conflict, such cases are addressed by the Nomination and Remuneration Committee of the Board of Directors. No such circumstances occurred in 2025.

Internal audit

The internal audit function is performed by the Internal Audit Service (IAS), which is functionally accountable to the KMG Board of Directors and overseen by the Audit Committee. The organisational independence of the IAS ensures that it carries out its audit and consulting engagements objectively and impartially.

The IAS operates in accordance with Kazakhstan's laws, the Charter, the Corporate Standard of Samruk-Kazyna, and international professional standards for internal audit. Its mission is to provide the Board of Directors with objective assurance and advisory services that strengthen the effectiveness of the risk management, internal control, and corporate governance systems.

Key objectives of the IAS

- Assessing the reliability of the internal control and risk management system
- Assessing the reliability, completeness and objectivity of the accounting policy as well as financial statements of KMG and its subsidiaries and associates based on such policy
- Assessing the efficiency of resource management at KMG and its subsidiaries and associates and the methods used to ensure asset integrity
- Monitoring compliance with applicable laws, corporate operational, investment and financial rules and regulations

The Audit Committee regularly reviews IAS reports, work plans, development strategy, and budgeting and staffing matters. Particular attention is given to the professional development of auditors as a key factor in sustaining high audit quality.

Independent external assessment of the IAS

Periodic independent external assessments of the IAS are conducted in accordance with the International Standards for the Professional Practice of Internal Auditing. The IAS has been recognised as fully conforming to those Standards, international best practices, the Regulations on the Internal Audit Service, the Code of Business Ethics, and other applicable external and internal regulations governing the internal audit function.

The next independent external assessment is planned for 2026, to verify conformity with the updated Standards for the Professional Practice of Internal Auditing that entered into force in 2025.

Effectiveness of the internal control system

Assessment of the effectiveness of the internal control system is an integral part of every IAS audit engagement. During audits, the design and operation of control procedures are analysed and evaluated.

Conclusions on the internal control effectiveness are regularly set out in IAS performance reports submitted to the Audit Committee and the Board of Directors at the close of each reporting period.

Internal Audit Service activities in 2025

In 2025, the IAS carried out its activities in line with the Annual Audit Plan approved by the KMG Board of Directors, developed on a risk-based basis.

- Scope: 30 audit engagements were completed against a plan of 28, including two ad hoc reviews.
- Impact: findings informed recommendations for improving business processes and strengthening control procedures, with an implementation rate of 91.8% as at 31 December 2025.
- Coverage: reviews spanned key areas, including procurement, contract performance, production activities, the technical condition of plant and equipment, investment activities, capital expenditure, oil and oil product accounting, risk management, information technology and information security, and occupational health and industrial safety.

External audit

To ensure an objective assessment of its IFRS financial statements, KMG engages an independent external auditor annually. The auditor is approved by the Board of Directors and confirmed by the General Meeting of Shareholders.

By the resolution of the annual General Meeting of Shareholders dated 28 May 2024, PricewaterhouseCoopers LLP (PwC) was appointed external auditor for the audit of KMG's financial statements for 2025–2029.

Auditor selection and independence

The selection procedure is governed by the procurement rules of Samruk-Kazyna and is conducted by a joint commission comprising representatives of the Audit Committees of the Fund and KMG. The key criteria are service quality, procedural transparency, and the absence of conflicts of interest.

The Audit Committee of KMG maintains ongoing monitoring of the external auditor's compliance with independence principles. The Company strictly observes the statutory requirement for audit firm rotation at least once every seven years.

Non-audit services

KMG's policy requires that any non-audit services provided by the external auditor receive prior approval from the Audit Committee.

In addition, the cost of non-audit services in any reporting year may not exceed 50% of the average cost of audit services over the three preceding years. In 2025, non-audit services accounted for 26.5% of the external auditor's total fees.

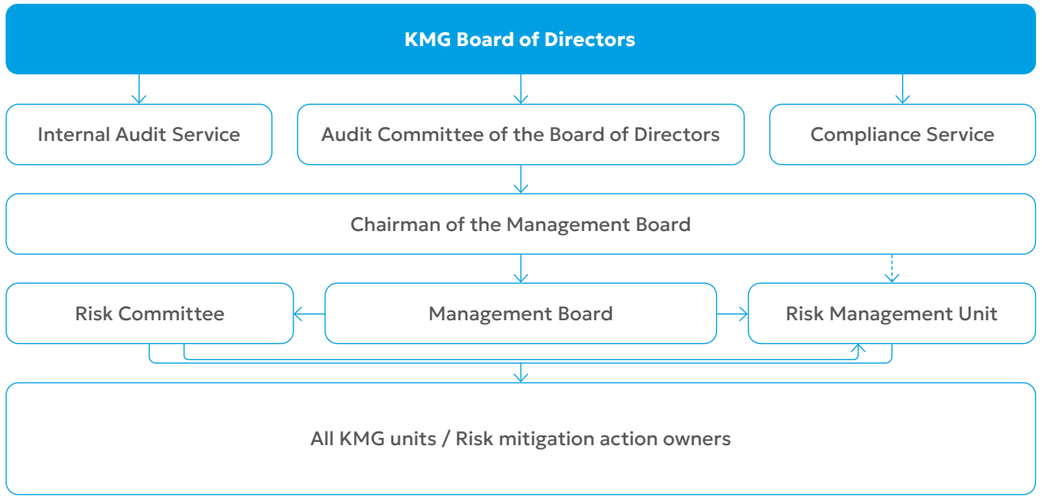
KMG risk management and internal control system

KMG and its subsidiaries operate an integrated corporate risk management system (CRMS), which is part of the Fund's unified risk management framework and a core element of the corporate governance system. The CRMS is designed to identify and mitigate risks, enabling the Company's sustainable development and greater adaptability while striking an optimal balance between value growth, profitability and risk.

The system engages all levels of management – from the Board of Directors to executive leadership and employees – and provides reasonable assurance that the Company will meet its:

- strategic goals – value creation and preservation, improved sustainability, and greater investment appeal;
- operational goals – performance efficiency and asset integrity;
- reporting goals – reliability of financial and management information;
- compliance goals – conformity with legal and internal regulations.

CRMS organisational structure



Functions and responsibility of CRMS participants

Board of Directors	Oversees the effectiveness of the CRMS through the following risk management functions: • Defines KMG's short- and long-term objectives • Approves the Risk Management Policy • Approves risk appetite, tolerance levels, key risk indicators, risk register, risk map, risk response action plan, and consolidated risk reports
Audit Committee	• Assists the Board of Directors in overseeing the reliability and effectiveness of the CRMS
Chairman of the Management Board	• Ensures the CRMS functions effectively • Implements Board decisions and Audit Committee recommendations on CRMS organisation
Management Board	• Ensures implementation of the CRMS Policy, and the development, approval and adoption of internal regulations on risk management • Ensures integration of risk management into KMG's business processes • Preliminarily approves quarterly risk reports for submission to the Audit Committee and Board of Directors • Reviews matters relating to limits, risk management methodologies, and response measures • Monitors compliance with internal regulations, risk appetite and tolerance levels, reviews risk reports and takes necessary action
Internal Audit Service	• Conducts independent assessments of the effectiveness of the risk management system and contributes to its improvement • Supports the Audit Committee and Board of Directors with independent opinions and recommendations on risk management matters
Compliance Service	• Develops and implements the compliance programme to manage risks related to non-compliance with the Code of Business Ethics, anti-corruption legislation and other regulatory requirements applicable to KMG and its subsidiaries and associates
Risk Committee	• Conducts preliminary reviews of risk management matters and provides recommendations to the Management Board for decision-making.
Risk Management Unit	• Informs the Board of Directors, Audit Committee and Management Board on the current risk landscape, response measures, changes in the control environment, significant deviations in risk management processes, and actions to improve the CRMS • Coordinates risk management processes across KMG and its subsidiaries and associates • Develops and updates internal regulations on risk management, communicates approved documents to risk owners, and puts forward proposals for embedding risk management into business processes • Prepares quarterly risk reports within established timelines • Establishes risk appetite with corresponding tolerance levels for specific risk areas • Critically assesses the completeness of identified risks and adequacy of response measures when preparing consolidated risk reports and materials for the Management Board and Board of Directors; analyses the risk portfolio; contributes to developing response strategies and, where necessary, resource reallocation; draws management's attention to emerging or significantly changed risks • Provides methodological and practical support to risk owners and units across KMG and its subsidiaries and associates • Maintains an ongoing database of materialised and potential risks • Monitors credit, investment and market risks in accordance with established limits and requirements • Coordinates insurance and reinsurance of risks and potential losses as required • Automates key risk management processes • Assesses and monitors the probability of contingent liabilities materialising and evaluates provisions for potential default events • Engages with the Internal Audit Service, including contributing to the annual audit plan and assurance map, discussing audit findings, and sharing knowledge and methodologies
All units (risk owners / risk mitigation action owners	• Identify risks and report them in a timely manner, proposing risk mitigation action • Assess risks, implement response strategies and specific measures, and propose improvements to the risk management system in their areas of responsibility • Develop and update policies and procedures governing their assigned business processes • Adhere to risk appetite and key risk indicators within their competence • Maintain the database of materialised and potential risks in accordance with internal regulations • Monitor external and internal factors that could materially affect risks within their functional scope • Provide timely and complete risk information to stakeholders, directly manage risks, monitor potential impacts, and implement risk mitigation measures.

Internal control and business continuity

KMG's integrated internal control system (ICS) supports the achievement of objectives and ensures legal compliance, with a focus in 2025 on automating monitoring processes. The business continuity management system (BCMS) puts continuity plans in place for key processes across subsidiaries and associates. Property interests are protected through corporate insurance.

CRMS development in 2025

The system is based on the three lines of defence model (COSO framework). Employees and units form the first line, responsible for day-to-day risk management and for promptly identifying and reporting significant risks. Control units constitute the second line, coordinating processes, preparing reports, and providing methodological and practical support across risk identification, monitoring and management. The third line comprises internal auditors, who independently and objectively assess the risk management and control systems.

In 2025, KMG updated its consolidated risk register and approved revised versions of key internal documents:

- Risk Management System Policy of KMG and its Subsidiaries and Associates (approved by resolution of KMG's Board of Directors dated 10 September 2025, Minutes No. 15/2025);
- Guidelines for Organising the Risk Management Process, including Risk Identification and Assessment Procedures, for KMG and its Subsidiaries and Associates (approved by resolution of KMG's Management Board dated 24 November 2025, Minutes No. 47).

The Company also intensified monitoring of sanctions and regulatory risks, launched a pilot project to automate key risk indicators, and continued efforts to strengthen employee risk culture.

Looking ahead to 2026, planned activities include assessing the effectiveness of internal controls across five construction investment projects. Key internal documents will be updated, including the internal control system policy, the Regulations on the Risk Committee, and the terms of reference defining functional responsibilities of personnel responsible for risk management at subsidiaries and associates.

Training and methodological support will be provided to subsidiaries and associates to facilitate the embedding of new risk management approaches. Tests and workshops will also be organised on internal controls, business continuity management, and the three lines model.

Risks that materialised in 2025

A number of key risks materialised across KMG Group during the reporting period.

Production and occupational safety

- Work-related injury risk – 20 incidents resulted in 21 work-related injuries, including one fatality, affecting safety performance and prompting additional corrective measures.
- Risk of emergency situations – unplanned power outages, pipeline integrity failures, reservoir damage, and other operational incidents caused process downtime and additional costs.

Financial and economic risks

- Risk of adverse oil price movements – the risk materialised against a backdrop of falling global prices and the revision of the baseline oil price in the Development Plan from USD 75 to USD 65 per barrel, leading to deviations from revenues and cash flow targets.
- Currency risk – the risk manifested through negative foreign exchange revaluation of liabilities and exchange rate volatility, affecting the financial result.

Environmental and regulatory risks

- Risk of environmental damage – the risk materialised as fines imposed for waste injection into the subsoil and accumulation of drilling waste without appropriate environmental permits.

Mitigation measures
Although certain adverse events occurred, all materialised risks remained within acceptable levels and did not critically affect operational sustainability or the achievement of strategic and operational objectives. Measures were implemented across all areas to mitigate consequences and prevent recurrence, including:

- strengthening the occupational health, industrial, and transport safety systems, and enhancing the corporate safety and production control system;
- improving oil spill response readiness, implementing measures to minimise environmental impact, and applying environmental insurance mechanisms;
- engaging with competent government bodies, participating in discussions on regulatory legal acts, and implementing comprehensive measures to introduce automated monitoring and control systems;
- enhancing financial resilience through crisis management measures, investment project portfolio optimisation, and gradual debt reduction.

Risk management in the current geopolitical environment

Heightened geopolitical, military and political tensions in 2025 significantly increased the likelihood of the following risks materialising:

- tightening of sanctions;
- lower oil transportation and export volumes;
- delays and cost overruns in the implementation of investment projects;
- shortfalls in dividends from megaprojects.

Context
These elevated risks stem primarily from the inclusion of certain KMG partners – LUKOIL and Rosneft – in the sanctions lists of several states (the USA and the UK), as well as the continuing vulnerability of the Caspian Pipeline Consortium's (CPC) infrastructure to external impacts and incidents.

Although sanctions restrictions do not directly extend to KMG Group, the risk of adverse consequences for joint projects persists, including potential refusals by counterparties under US and UK jurisdiction to supply goods, works, and services.

On 15 October 2025, the UK imposed sanctions against LUKOIL and Rosneft, restricting their access to European banking operations.

On 23 October 2025, the US Department of the Treasury's Office of Foreign Assets Control (OFAC) introduced similar measures, also restricting banking access.

LUKOIL is a KMG partner in the Tengizchevroil project (5%), CPC (12.5%), Karachaganak (13.5%), and KKO (50%). Sanctions exemptions have been obtained for Tengizchevroil, Karachaganak, and CPC; no such exemptions exist for KKO.

Under US Executive Order 14024, entities directly or indirectly owned 50% or more by Rosneft or LUKOIL are treated as included in the SDN OFAC list[1] even if they do not appear on the SDN OFAC list itself. Restrictions are therefore anticipated in relation to the KKO project (Kalamkas-Khazar Operating LLP).

Consequences for the Kalamkas-Sea and Khazar project
The placement of risk for the KKO offshore project on the international reinsurance market has become restricted or impossible, as KMG's traditional reinsurance partners are refusing to provide coverage due to LUKOIL's involvement. Without insurance coverage, KMG cannot attract external financing for the KKO project. This poses a threat to the KKO project model by materially narrowing the available financing mechanisms. The parties are currently assessing options for the project's further implementation.

Risks to CPC infrastructure
Temporary CPC shutdowns and suspensions were also recorded during the reporting period in connection with incidents and unscheduled maintenance works, heightening the risk of disruption to export reliability.

[1] Specially Designated Nationals and Blocked Persons List.

On 17 February 2025, an unmanned aerial vehicle attack on the Kropotkinskaya pumping station damaged a turbine and transformers. On 29 November 2025, an unmanned surface vessel attack on the CPC marine terminal damaged the SPM-2 single point mooring. SPM-3 was commissioned on 25 January 2026 as a replacement, restoring the terminal's throughput capacity.

Despite these events, Kazakhstan's oil transportation continued through the year without major disruptions, owing to:

- the timely replacement of critical CPC equipment;
- transportation route diversification;
- prompt engagement with government bodies.

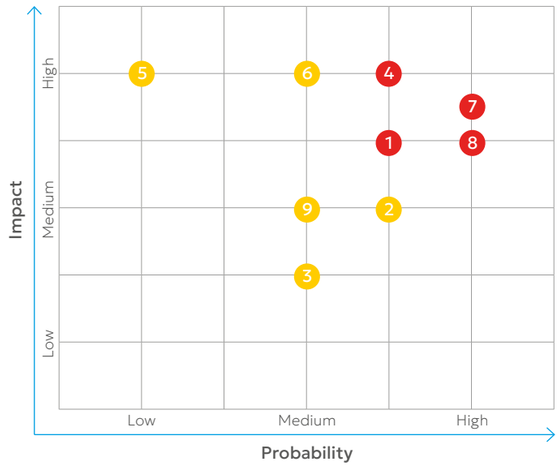
A phased replacement of SPMs is planned for 2026.

To mitigate sanctions risks, Kazakhstan–China Pipeline LLP is coordinating with government bodies and engaging with the US OFAC to obtain permits for the transit of up to 10 mln tonnes of Rosneft oil to China, thereby reducing secondary sanction risks and safeguarding transit stability.

Risk profile and risk map

KMG's risk profile is robust but susceptible to stress scenarios triggered by external factors, including oil prices, geopolitical developments, and sanctions. The Board of Directors maintains a moderately conservative risk appetite.

Risk map



1 Work-related injury risk
2 Production decline risk
3 Environmental risk
4 Risk of sanctions tightening
5 Risk of liquidity shortfall
6 Investment (project) risks
7 Strong volatility of oil prices
8 Risk of lower transportation and sales volumes in the segment of oil exports
9 Exploration risk

Risk code	Risk	Assessment	Threats	Mitigants
1	**Work-related injury risk**	Red zone	Work-related accidents and occupational injuries	Ensuring occupational health and safety, industrial and transport safety; developing the corporate security system
2	**Production decline risk**	Orange zone	Natural production decline at mature fields	Increasing production process efficiency, reducing hydrocarbon extraction costs, field reclamation, negotiations with the state on further optimisation of the tax burden for mature fields
3	**Environmental risk**	Yellow zone	1. Global decline in hydrocarbon demand due to accelerated low-carbon development 2. Delayed implementation of energy efficiency measures at subsidiaries and associates 3. 3.Low-Carbon Development Programme targets lagging behind global industry peers depending on the pace of the transition to alternative energy sources 4. Disruptions in renewable energy supply procured for energy transition purposes	1. Maintaining and growing oil exports while implementing the optimal KMG carbon neutrality configuration 2. Seeking and attracting strategic partners, identifying and adapting alternative technologies 3. Monitoring Programme implementation, establishing a dedicated coordination and monitoring body, procuring green energy 4. Investing to maintain reserve capacity
4	**Risk of sanctions tightening**	Red zone	Tightening of international sanctions against strategic partners or KMG	Monitoring sanctions legislation, engaging international legal advisers, exiting or disposing of joint venture participation interests, attracting new strategic partners
5	**Risk of liquidity shortfall**	Orange zone	Deterioration in financial stability and credit rating downgrades	Reducing debt levels, ensuring repayment of loan and borrowings, cutting costs, optimising the asset and project portfolio
6	**Investment (project) risks**	Red zone	1. Withdrawal of a strategic partner (involved in financing, technology, and management) from projects 2. Lack of project financing sources 3. Low profitability of potential renewable energy projects for acquisition or participation	1. Upholding corporate governance principles, attracting new strategic partners 2. Implementing measures to increase profitability and improve financial condition to ensure sufficient cash flow for investments; seeking new financing instruments 3. Securing optimal terms at the stage of acquiring stakes or initiating renewable energy projects; utilising state support measures and investment incentives
7	**Strong volatility of oil prices**	Red zone	Adverse oil price movements, growing commodity market volatility	Enhancing financial resilience, implementing crisis management measures, optimising the investment project portfolio, gradual debt reduction
8	**Risk of lower transportation and sales volumes in the segment of oil exports**	Red zone	1. Transportation restrictions, production shutdowns at major fields (Tengiz, Kashagan, and Karachaganak), storage overstocking, lost profits 2. Tightening of international sanctions against strategic partners or KMG	1. Developing additional oil transportation routes 2. Producing and replacing critical CPC equipment 3. Monitoring sanctions legislation, engaging legal advisers, exiting or disposing of joint venture participation interests, attracting new strategic partners
9	**Exploration risk**	Orange zone	1. Negative drilling results: no commercial hydrocarbon discovery 2. Insufficient and/or untimely financing of exploration	1. Applying new technologies (seismic surveying), attracting strategic partners on carry financing terms 2. Negotiating with strategic partners on additional financing allocations

Risk appetite statement
Risk appetite serves as a guiding framework, defining the level of risk the Company is willing to retain while pursuing its strategic and operational objectives.

The approved risk appetite is broken down into specific tolerance levels for each key risk category, including financial, operational and investment risks, and these limits guide all relevant decision-making.

Selected excerpts from KMG's 2025 risk appetite statement

Financial activities

- Comply with covenants established in debt instruments
- Maintain positive consolidated free cash flow (before principal debt repayments)
- Prevent any shortfall in planned dividend flows from subsidiaries to KMG in 2025
- Ensure that KMG's financial stability ratios do not fall below established minimum levels
- Maintain KMG's credit ratings with S&P, Moody's and Fitch at no less than the current levels of BB+, Baa1 and BBB respectively.

Operating activities

- Ensure social stability within the workforce of KMG Group companies Uphold employee rights and prevent discrimination and unequal working and hiring conditions
- Prohibit transactions that would breach international sanctions regimes
- For information security risks (including cyber risks), KMG shall:
  - Ensure service availability in the event of information and communication infrastructure disruption at no less than 99.7% (annualised)
  - Prevent any breach of integrity of information resources, software and hardware
  - Prevent loss or any unauthorised disclosure of confidential information
- Maintain zero tolerance towards any forms of corruption, fraud or violations of business ethics
- Maintain zero tolerance towards losses and damage associated with environmental pollution
- Ensure achievement of carbon footprint targets
- In relation to industrial safety, the Company shall: comply with national and international occupational health and safety standards; create safe working conditions; identify and eliminate hazardous production factors; reduce environmental impact; commit to zero injuries and the elimination of health and safety risks to employees; guarantee employees the right to refuse work in situations that reasonably pose a threat to their life or health or that of others.

Investment activities

- Engage strategic partners for major investment projects to share risks
- Implement subsoil use projects jointly with strategic partners, preferably on carry financing terms
- Avoid exceeding approved investment project costs and adhere to project implementation timelines
- Ensure new investment projects satisfy the profitability index (PI) requirement of no less than 1.3
- Ensure new investment projects are evaluated taking into account their impact on the Company's shareholder value
- Ensure new subsoil use investment projects at the exploration stage demonstrate a positive expected monetary value (EMV > 0) based on preliminary estimates
- Prevent any reduction in hydrocarbon reserve replacement

Internal control system (ICS)

Based on audit findings, the Risk Management and Internal Control Service provides methodological support to the following departments in developing and updating flowcharts, risk and control matrices:

- the Budgeting and Planning Department of KMG's Corporate Centre on the budgeting process;
- the Administrative Affairs Directorate on the management of representation expenses;
- KMG's Human Resources Management Department on business travel management.

An analysis of control procedures within the procurement process at subsidiaries and associates confirmed that, based on a sample of procurement contracts, controls are being applied adequately to enable objective assessment.

A self-assessment survey on ICS and BCMS maturity was conducted among subsidiaries and associates, using criteria based on the COSO framework (five components) and KMG's internal assessment methodology. The results showed that subsidiaries and associates are generally progressing with ICS and BCMS implementation, with the weighted average score holding at 79% – unchanged from the prior year. Recommendations for strengthening control and business continuity management were prepared on the basis of the findings. KazTransOil, Embamunaigas and Pavlodar Refinery currently lead in ICS and BCMS maturity.

Leading subsidiaries in ICS and BCMS implementation and improvement include KazTransOil, Pavlodar Refinery, Atyrau Refinery, Ozenmunaigas, Embamunaigas, Mangistaumunaigaz, Kazakhoil Aktobe and Kazakhturkmunay.

Efforts continue with the other subsidiaries and associates to improve their implementation and enhancement of these systems.

During the reporting period, job descriptions for risk managers at subsidiaries and associates were reviewed and updated to reflect best practices, enhancing the effectiveness of internal controls. Work in this area is ongoing.

To strengthen risk management expertise, 104 employees from subsidiaries and associates completed training in "Objectives, Risks, Decisions" and "Risk Management Practice: ISO 31000 and COSO ERM Tools".

An analysis of the Industrial Safety Department's activities resulted in recommendations for improving internal controls in the planning and conduct of inspections.

104 employees of subsidiaries and associates
completed risk management training

Business ethics

Compliance Service

Anti-corruption

KMG's compliance system helps make sure all our operations are aligned with the laws, industry standards, and other regulatory requirements. Its components are integrated into the Company's operations.

Internal anti-corruption policies and practices
KMG conducts its business in a fair and ethical manner, always guided by the principle of legitimacy. We strictly comply with all applicable laws and regulations, take all steps to prevent corruption, care about business reputation, and seek to implement high international standards of ethics.

The key areas of focus for KMG's Compliance Service are:

- anti-corruption;
- regulatory compliance and adherence to the standard norms of corporate and business ethics;
- insider information management;
- business reputation management;
- conflicts of interest management.

In line with best global practices of corporate governance, KMG has the following internal documents on compliance:

- Anti-Corruption Policy;
- Confidential Informing Policy;
- Conflict of Interest Management Policy;
- Rules for Compliance Due Diligence of Third Parties at KMG and its Subsidiaries and Associates;
- Internal Control Rules for Granting Access Rights to Insider Information and Preventing Information Misuse by Insiders;
- Code of Business Ethics;
- Regulations on the Compliance Service;
- KMG Anti-Corruption Guidelines.

The Compliance Service periodically reports on its performance to KMG's Audit Committee and Board of Directors under Chapter 8 of its Regulations.

The Compliance Service regularly submits information on anti-corruption measures to the relevant authorised government body.

Through ongoing training programmes, including sessions with senior management, the Compliance Service assesses staff awareness of anti-corruption practices, employing tools such as testing and surveys.

In 2025, KMG successfully completed a two-stage initial certification audit for compliance with ST RK ISO 37001[1]:2017 (Anti-Bribery Management Systems – Requirements and Guidance for Use). The audit was conducted in accordance with the Company's Service Procurement Agreement and clause 9.3.1.1 of ST RK ISO/IEC 17021-1-2015 "Conformity Assessment – Requirements for Bodies Providing Audit and Certification of Management Systems".

The first stage involved the following activities by external auditors:

1. reviewing KMG's management system documentation;
2. assessing KMG's location and production site conditions, and discussing stage two readiness with staff;
3. analysing KMG's current state and its comprehension of the standard, particularly requirements for identifying key activities, significant aspects, processes, objectives, and management system performance;
4. gathering information on the management system scope, including KMG's production sites;
5. analysing processes, equipment use, and applicable legal and regulatory requirements;
6. reviewing resource allocation for stage two and agreeing stage two details with KMG;
7. ensuring stage two planning was correctly focused based on clear understanding;
8. assessing KMG's management system and production site operations against the management system standard or another regulatory document.

The second stage comprised a certification audit of the anti-bribery management system to verify compliance of KMG's documentation and activities with the requirements of ST RK ISO 37001:2017, and assess the system effectiveness and efficiency. During the audit, auditors conducted interviews with the Chairman of the Management Board and heads of KMG's units.

A final meeting with the auditors was held on 11 December 2025.

Based on the certification audit results, the auditors issued an opinion confirming that KMG's anti-bribery management system complies with the requirements of ST RK ISO 37001:2017.

KMG successfully passed the certification audit for compliance with the requirements of ST RK ISO 37001:2017 (Anti-Bribery Management Systems – Requirements and Guidance for Use).

The certificate of conformity was registered on 26 December 2025 and is valid until 25 December 2028.

Compliance controls
In order to meet the standards of business conduct and ethics, the Compliance Service carries out due diligence of KMG's counterparties. This practice helps prevent signing contracts with those acting in bad faith while also reducing the risks of contractual violations.

The Compliance Service also screens candidates nominated to fill vacancies related to administrative and organisational functions. This is a way to enable the reliability and professionalism of the Company's management by reducing the possibility of corruption by highly ranked officers. One of the hiring criteria for new employees in the area of procurement is to successfully pass psychology and polygraph (lie detector) tests.

Key measures to combat corruption at KMG Group include conducting anti-corruption monitoring and performing an internal analysis of corruption risks. Based on analysis results, we adopt action plans to eliminate root causes and conditions conducive to corruption.

Since 2020, the Company requires employees across the board to declare any conflicts of interest. This contributes to the efficiency of conflict of interest management.

KMG Group employs a whistleblower hotline as an effective tool in combating violations. Furthermore, since KMG's securities are listed and traded on stock exchanges, the Compliance Service takes steps to prevent insider information misuse by those classified as insiders under the laws of Kazakhstan.

Regular initiatives are conducted to cultivate an anti-corruption culture within the Company. To mitigate compliance risks in corporate decisions, the Compliance Service reviews materials submitted for consideration by the Management Board and the Board of Directors of KMG.

As part of implementing the Anti-Corruption Policy Concept of the Republic of Kazakhstan for 2022–2026 (approved by Presidential Decree No. 802 dated 2 February 2022), KMG was awarded the national ST RK ISO 37001 certificate for its anti-bribery management system in the reporting period.

[1] ST RK ISO 37001 (Anti-Bribery Management Systems – Requirements and Guidance for Use) — Kazakhstan's national standard, based on the international standard ISO 37001, establishing requirements for a management system designed to prevent, detect and address bribery within an organisation.

Staff training
KMG is dedicated to fostering an anti-corruption culture among its employees. To that end, we provide anti-corruption training and make sure it is continuous, consistent, and up-to-date.

In 2025, a variety of activities, including workshops and meetings, were carried out to strengthen the anti-corruption culture, improve compliance, and enhance corporate governance. As part of the anti-corruption policy implementation, KMG focused on awareness-raising and training for its employees across various entities.

The Compliance Service actively engages in initiatives to foster and develop the anti-corruption culture, implying a strong commitment to zero tolerance for corruption. These include in-person training sessions and awareness-raising events for employees, along with the display of visual materials that explain the Company's anti-corruption policy requirements in accessible public areas. Furthermore, ongoing consultations are held with employees and managers, supplemented by anti-corruption meetings with the Group leadership and regular newsletters that keep everyone informed about legislative requirements.

Hotline
In order to quickly identify violations, prevent any negative implications, ensure compliance with applicable laws and internal regulations, maintain strong business reputation and public perception, and foster corporate culture, Samruk-Kazyna Group, including KMG and its subsidiaries and associates, have a centralised hotline in place operated by KPMG, an independent auditor.

Using the hotline, employees can anonymously report known facts of corruption, fraud, discrimination, and any other violations committed by employees and counterparties of KMG and its subsidiaries and associates.

The hotline contacts are available on the websites of KMG and its subsidiaries and associates, with measures taken to raise employee awareness about it.

We encourage everyone to come forward and report violations of the Code of Conduct, including cases of corruption, discrimination, unethical behaviour, and other offences. We guarantee confidentiality and anonymity in the processing of 100% of reports.

Hotline

Phone: +7 (800) 080 47 47
WhatsApp: +7 (771) 191 88 16
Internet portal: www.sk-hotline.kz
E-mail: mail@sk-hotline.kz
The hotline is run by KPMG as an independent operator.

Nysana Hotline

Phone: +7 (800) 080 30 30
WhatsApp: +7 (702) 075 30 30
Internet portal: nysana.cscc.kz
E-mail: nysana@cscc.kz

The Nysana call centre is available 24/7 to accept free calls related to any social and labour violations.

146 reports
were received via the hotline (including the E-otinish system)

In 2025, a total of 146 reports were received via the hotline (including the E-otinish system), of which 9 were confirmed, 36 were partially confirmed, 92 were not confirmed, 2 remain under review, and 7 were discontinued.

The most frequent report topics were corruption, labour disputes, and procurement.

For confirmed reports, corrective measures were implemented to prevent recurrence.

Three criminal proceedings on corruption-related offences (misappropriation, embezzlement, and abuse of authority) ended in court convictions in 2025, with the concerned individuals removed from their positions.

Indicator	Unit	2025
GRI 205-3. Confirmed incidents of corruption and actions taken	–	–
Total number of confirmed incidents of corruption	incidents	3
Total number of incidents in which employees were dismissed or disciplined for corruption	incidents	3
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	incidents	–
Public legal cases regarding corruption brought against the organisation or its employees during the reporting period and the outcomes of such cases	cases	–

In 2025, hotline reports increased by 25.2% year-on-year, reflecting rising interest and engagement from employees and contractors, along with increased awareness of the hotline and growing trust in both the hotline and the compliance function at KMG.

We are aware of the importance of fostering whistleblowing channels as the key sources of information about threatened or actual violations. It is our belief that in order for people to trust whistleblowing tools, all reports so received need to be considered comprehensively, in full, and without any bias.

Information on identified corruption risks
During the reporting period, KMG conducted an internal analysis of corruption risks associated with its internal regulations, and organisational and management processes.

The analysis identified corruption risks in both domains.

In line with the guidelines of the Anti-Corruption Agency of the Republic of Kazakhstan, the Company developed an action plan to address the causes and conditions that contribute to the identified corruption risks. Additionally, we implemented measures to assess these risks for their inclusion in the Company's overall risk map.

Conflict of interest

The Company has established a process for disclosing information about conflicts of interest. The procedures and methods for such disclosure are outlined in the Conflict of Interest Management Policy for Employees and Officers. Furthermore, mandatory conflict of interest disclosures are required during the hiring process, when transferring to a higher position within another business unit, when changing job responsibilities, and in other relevant situations.

Ombudsman Office

The Ombudsman Office is a key element of KMG's corporate ethics framework, employee rights protection, and social and labour risk management. The Ombudsman's activities are aimed at ensuring fair, objective, and confidential handling of submissions, as well as preventing conflicts and fostering a healthy moral and psychological climate within KMG Group's workforce.

Submission channels and operating principles

KMG provides safe, accessible, and confidential channels for submitting concerns about violations of the Code of Business Ethics, employee labour rights, and Kazakhstan's laws. Employees of the Company, its subsidiaries, and contractors may report suspected violations (anonymously if preferred) when unsure about the ethicality or legality of actions, inactions, or decisions by employees, managers, contractors, or other stakeholders.

The handling of submissions at KMG is guided by independence, neutrality, confidentiality, and informality.

- **Submission channels:** employees may contact the Ombudsman directly, via email (ombudsman@kmg.kz), by telephone, or through dedicated channels such as the Nysana and Samruk-Kazyna hotlines.
- **Protection guarantees:** the Company explicitly guarantees non-retaliation against employees who report suspected violations. Managers are required to prevent any form of reprisal.

In 2025, a total of 107 submissions were lodged in person, by email, and through the Nysana hotline concerning breaches of business ethics and employee rights and legitimate interests. Every submission was reviewed through a comprehensive process involving analysis of materials, investigations, surveys, and interviews, with visits to subsidiaries and production facilities as needed.

The submissions covered a broad range of topics, ranging from breaches of the Code of Business Ethic (unethical conduct, psychological pressure, and management conflicts) to labour disputes, pay, and compensation matters. Around 70% fell within the Ombudsman's remit, covering the Code of Ethics compliance, labour rights, anti-discrimination, social and labour relations, and workplace morale.

The remaining submissions concerned operational matters of subsidiaries and contractors, including production issues, contractual arrangements, and payment settlements for work performed.

107 submissions
were lodged in person, by email, and through the Nysana hotline concerning breaches of business ethics and employee rights and legitimate interests

70%
fell within the Ombudsman's remit

Conflict resolution and employee rights protection

Each submission was assessed on its merits, with decisions based on the nature and validity of the facts presented. Where allegations could not be confirmed, complainants received reasoned explanations.

Some submissions pointed to systemic issues requiring updates to internal regulations. Following analysis, the Ombudsman prepared and submitted recommendations to Company management for improving internal regulations, including:

- revisions to the regulations governing outstaffed employment contracts;
- harmonisation of social benefits across all employee categories.

Where submissions revealed violations of the Code of Business Ethics, the Ombudsman presented recommendations to Company and subsidiary management for disciplinary action against the employees involved. The same standards applied equally to submissions from a KMG employee or from contractor personnel, provided it revealed unethical conduct by Company staff.

For some violations, it sufficed to provide individual clarifications of the Code of Business Ethics' provisions and principles, along with warnings of potential disciplinary consequences for any recurrence. The Ombudsman also provided recommendations to direct supervisors on measures to improve moral and psychological climate within their departments.

Collective submissions prompted mandatory visits to the subsidiaries concerned, including meetings and surveys involving a significant number of employees.

Staff training and awareness

In 2025, the Ombudsman Office's activities were closely linked to extensive work on implementing the updated KMG Code of Business Ethics approved by the Board of Directors.

Board of Directors oversight

KMG's Board of Directors plays a key role in ensuring the Ombudsman's independence:

- **reporting line and appointment:** the Ombudsman Office reports directly to the Board of Directors, which also decides on the appointment or dismissal of the Ombudsman;
- **approval of plans and reports:** the Board of Directors approves the Ombudsman's annual work plan and reviews regular reports on the Ombudsman Office's activities;
- **regulatory oversight:** the Board of Directors approves new versions of the Regulations on the Ombudsman Office, the Ombudsman's job description, and the Code of Business Ethics.

A virtual town hall meeting was held for Corporate Centre employees presenting the Code's key provisions. All Corporate Centre staff were familiarised with the document via the electronic document management system.

In KMG's subsidiaries, the Code of Business Ethics and information about the Ombudsman Office were posted on corporate websites. Meetings were held with the workforce of nearly all production subsidiaries to explain the Code's provisions and the procedure for contacting the Ombudsman.

Additionally, following review of individual submissions, targeted awareness sessions were organised for specific units of KMG and its subsidiaries to prevent recurring violations and strengthen the culture of ethical conduct.

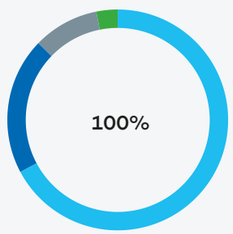
Shareholder and investor relations

KMG's shareholders

Shareholder	Ordinary shares	Ordinary shares, %	Preferred shares	Total shares	Total shares, %
Sovereign Wealth Fund Samruk-Kazyna	411,371,263	67.42	–	411,371,263	67.42
Kazakhstan's Ministry of Finance	122,023,898	20.00	–	122,023,898	20.00
The National Bank of Kazakhstan	58,420,748	9.58	–	58,420,748	9.58
Free float	18,303,584	3.00	–	18,303,584	3.00

Type of shares	Authorised shares	Outstanding shares	Traded shares	Unissued shares
Ordinary	849,559,596	610,119,493	18,303,584	239,440,103

KMG's shareholder structure as of 31 December 2025, %



67.42 Sovereign Wealth Fund Samruk-Kazyna
20 Kazakhstan's Ministry of Finance
9.58 The National Bank of Kazakhstan
3 Free float

The annual General Meeting of Shareholders is expected to approve the following documents and matters in relation to the reporting year:

- KMG's 2025 audited annual financial statements (consolidated and standalone);
- KMG's 2025 net profit distribution procedure;
- amount of dividend per ordinary share in KMG;
- 2025 dividend record date;
- date for the commencement of dividend payments for ordinary shares for 2025.

Shareholder rights

In accordance with the Law of the Republic of Kazakhstan on Joint Stock Companies No. 415-II dated 13 May 2003 and the Company's Charter, KMG may issue only ordinary shares. Holders of ordinary shares possess the following fundamental rights:

1. to participate in the management of the Company;
2. to participate in the General Meeting of Shareholders of KMG and vote;
3. to receive dividends;
4. to access information about the Company's activities, including its financial statements, as determined by the General Meeting of Shareholders or KMG's Charter, with the exception of information:
   - published on the financial reporting depositary's website as of the date of the request;
   - requested repeatedly within the last three years (if previously provided in full);
   - relating to past periods of the Company's activities (more than three years prior to the date of the KMG shareholder's request), except for information on transactions that remain in progress as of the request date;
5. to obtain extracts from the central depositary or nominee holder confirming the KMG shareholder's ownership of the securities;
6. to propose to the General Meeting of Shareholders of KMG candidates for election to the Board of Directors of KMG;
7. to participate in determining the size and term of office of the Board of Directors of KMG, the election of its members and termination of their powers, as well as determining the amount and payment terms of their remuneration;
8. to propose agenda items for the General Meeting of Shareholders of KMG in accordance with the established procedure, and to request the convening of an extraordinary General Meeting of Shareholders of KMG;
9. to challenge decisions made by the Company's bodies in court;
10. when holding independently or together with other KMG shareholders five or more percent of the Company's voting shares, seek legal remedies on their own behalf in cases stipulated by Articles 63 and 74 of the Law of the Republic of Kazakhstan on Joint Stock Companies No. 415-II dated 13 May 2003 for compensation by KMG officials of losses caused to the Company, or the return to the Company by KMG officials and/or their affiliates of profit (income) derived by them from decisions to enter into (propose) major transactions and/or interested-party transactions;
11. to submit written inquiries to the Company about its activities and receive reasoned responses within thirty calendar days from the date the inquiry is received by the Company;
12. to receive a portion of the property upon liquidation of the Company;
13. to exercise the pre-emptive right to purchase shares or other securities of the Company convertible into its shares, as established by the Law of the Republic of Kazakhstan on Joint Stock Companies No. 415-II dated 13 May 2003, except for cases stipulated by the laws of the Republic of Kazakhstan;
14. to receive, upon request, copies of documents as stipulated by the laws of the Republic of Kazakhstan. In this case, the fee charged by the Company for providing copies of documents is set by the Company and cannot exceed the cost of their production and, if necessary, delivery to the KMG shareholder;
15. when holding independently or together with other shareholders five or more percent of the Company's voting shares, to propose to the Board of Directors of KMG to include additional items in the agenda of the General Meeting of Shareholders of KMG in accordance with the Law of the Republic of Kazakhstan on Joint Stock Companies No. 415-II dated 13 May 2003 and the Company's Charter;
16. to participate in the adoption by the General Meeting of Shareholders of KMG of a decision to change the number of the Company's shares or change their type as prescribed by the Law of the Republic of Kazakhstan on Joint Stock Companies No. 415-II dated 13 May 2003;
17. to initiate decisions on matters falling within the remit of the General Meeting of Shareholders of KMG.

Shareholders holding, individually or collectively, five percent or more of KMG's voting shares are entitled to information on the annual remuneration of any member of the Board of Directors and/or Management Board, provided both of the following conditions are met:

1. a court has found that the Board of Directors and /or Management Board member deliberately misled shareholders to obtain profit (income) for themselves or their affiliates;
2. it is proven that the dishonest actions or inaction of such Board of Directors and/or Management Board member caused losses to the Company.

A major shareholder of KMG also has the right:

1. to require convening an extraordinary General Meeting of Shareholders, or to pursue court action for its convening if the Board of Directors declines to convene such a meeting;
2. to require convening a meeting of the Board of Directors;
3. to require an audit of the Company by an audit firm at the shareholder's own expense.

These rights are established by the laws of the Republic of Kazakhstan, the Company's Charter, and the Regulations on the General Meeting of Shareholders, which ensures transparency and protection of shareholder interests.

Board of Directors' engagement with shareholders

In 2025, a key priority for KMG's Board of Directors was ensuring a deep understanding and timely integration of major shareholders' strategic vision into key decision-making.

During the reporting period, the Board implemented several mechanisms to embed shareholder perspectives into corporate governance:

- **Direct representation:** The Board includes representatives of KMG's major shareholder, Samruk-Kazyna, who directly convey the shareholder's position and expectations on strategy, dividend policy and performance.
- **Agenda setting:** Initiatives from the major shareholder serve as grounds for convening extraordinary General Meetings of Shareholders and including relevant agenda items, enabling prompt responses to shareholder strategic priorities.
- **Regular consultations:** Board members maintain ongoing dialogue with major shareholder representatives to discuss long-term development plans, investment projects and sustainability matters, ensuring alignment between corporate strategy and the shareholder's vision.
- **Reporting and transparency:** Key decisions taken with due consideration of shareholder views are disclosed in materials for General Meetings and in this Annual Report, demonstrating that shareholder positions are taken into account.

Throughout 2025, KMG ensured the exercise of shareholder rights in strict compliance with Kazakhstan's laws, the Company's Charter and its internal documents. A key priority was maintaining transparency, timely information disclosure and prompt responses to shareholder inquiries.

In 2025, KMG received and processed 18 letters from its major shareholder, Samruk-Kazyna, concerning various aspects of the Board of Directors' activities and General Meetings of Shareholders.

No requests for information from shareholders were refused during 2025. All inquiries were processed within established timeframes.

Further improvements are planned for 2026, including the development and approval of an internal document detailing the procedure and timelines for submitting shareholder inquiries and for preparing and delivering responses.

Both annual and extraordinary General Meetings of Shareholders were held in 2025, providing shareholders with the opportunity to participate in the management of the Company on key matters.

Shareholders were duly informed of General Meetings through notices published on the Company's website and the financial reporting depositary's internet page.

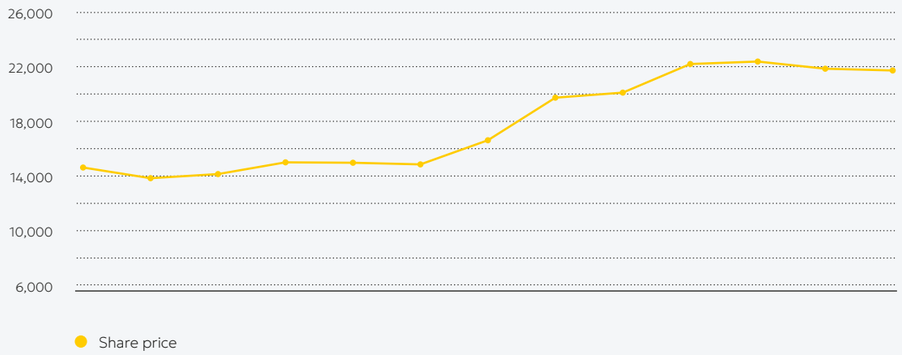
Meeting materials were provided to shareholders within the strict deadlines established by Kazakhstan's laws, the Company's Charter and the Regulations on the General Meeting of Shareholders.

In line with best corporate governance practices, information on shareholder inquiries regarding actions of KMG and its officials, along with the outcomes of their review for 2024, was submitted to the annual General Meeting of Shareholders held on 29 May 2025 (Minutes No. 2/2025, item 3). This regular practice will continue, with a similar item on 2025 shareholder inquiries planned for the 2026 annual General Meeting, underscoring KMG's commitment to transparency and accountability to its shareholders.

Publicly traded shares

KASE	8 December 2022 (Offering date)	31 December 2025
Share price	8,406	21,720
Market capitalisation, KZT	5.1 tln	13.3 tln
Market capitalisation, USD	11 bln	26.4 bln
Share price performance	–	+158.4 %
Total Shareholder Return (including dividends)	–	+175.9 %

KMG share price performance in 2025



In 2025, KMG's share price increased nearly 1.5 times, rising by 49%. This upward trend reflected the Company's solid financial performance and positive investor sentiment towards KMG's long-term development strategy. Further support came from relatively favourable oil market conditions and KMG's status as the national oil and gas company, which investors traditionally view as a factor of business resilience.

Dividends

KMG's dividend policy is designed to balance the interests of shareholders, creditors, and the Company itself, while ensuring a transparent approach to dividend distributions. Dividend decisions are made by the General Meeting of Shareholders, taking into account the macroeconomic environment and the Company's financial position, including oil prices, leverage, capital expenditure, and other relevant considerations.

Key terms for paying out dividends:
- positive equity;
- consolidated net income for the reporting period or retained earnings at the end of the reporting period;
- positive free cash flow.

KMG achieved solid financial performance and paid record dividends totalling KZT 300 bln, with the dividend per share held at KZT 491.71 annually from 2023 to 2025.

KMG thus consistently implements its dividend policy and remains committed to strengthening its investment case through reliable dividend distributions to shareholders.

On 25 June 2025, KMG completed the payment of dividends to shareholders based on the results of 2024. The total dividend amount was KZT 300.0 bln, with a dividend per ordinary share of KZT 491.71.

Dividend history[1]

Indicator	2019	2020	2021	2022	2023	2024	2025
Dividend per share, KZT	60.64	133.97	81.95	327.80	491.71	491.71	491.71
Total dividends paid, KZT mln	36,998	81,738	49,999	199,997	300,000	300,000	300,000

For more details, see the Financial Statements section on **p. 126-139**

[1] The actual payment of dividends to shareholders in the reporting period, regardless of the period for which they were accrued.

Bond issues

KMG's international USD Eurobonds[1]

Issue date / maturity date	Issue size, USD mln	Outstanding bonds, USD mln	Coupon rate, % p.a.	ISIN RegS/144A
19 April 2017/19 April 2027	1,000	250	4.75	XS1595713782/US48667QAN51
19 April 2017/19 April 2047	1,250	1,000	5.75	XS1595714087/US48667QAP00
24 April 2018/24 April 2030	1,250	1,250	5.375	XS1807300105/US48667QAQ82
24 April 2018/24 October 2048	1,500	1,250	6.375	XS1807299331/US48667QAS49
14 October 2020/14 April 2033	750	750	3.50	XS2242422397/US48126PAA03

KMG's international CNY bonds

Issue date / maturity date	Issue size, CNY mln	Outstanding bonds, CNY mln	Coupon rate, % p.a.	ISIN
30 October 2025/30 October 2030	1,250	1,250	2.95	HK0001206900

KMG bonds to buy out Samruk-Kazyna's stake in Kashagan

Currency	Issue date / maturity date	Issue size, KZT mln	Outstanding bonds, KZT mln	Coupon rate, % p.a.	ISIN
KZT	16 September 2022/16 October 2035	751,631.4	751,631.4	9.30	KZ2C00008969

KMG's bonds issued to Samruk-Kazyna to finance the upgrade and expansion of the Astrakhan–Mangyshlak water pipeline

Currency	Issue date / maturity date	Issue size, KZT mln	Outstanding bonds, KZT mln	Coupon rate, % p.a.	ISIN
KZT	24 April 2023/01 April 2033	50,000	44,118	0.50	KZ2C00009736
KZT	24 November 2023/01 October 2033	20,000	18,774	0.50	KZ2C00010429

[1] Senior unsecured, as of 31 December 2025 at the Corporate Centre level.

KMG's credit ratings

Credit ratings assigned by international rating agencies serve as reliable and independent tools for the Group's credit assessment. KMG seeks to maintain its key financial metrics at the levels required for investment-grade long-term ratings.

KMG supplies rating agencies with all necessary information for an objective evaluation of its creditworthiness and maintains regular contact with them.

KMG's credit ratings are closely linked to the sovereign ratings of Kazakhstan; changes in the sovereign rating can impact the ratings of Kazakhstan's issuers, including KMG.

In 2025, international rating agencies reaffirmed or upgraded the Company's credit ratings as follows:

- on 18 June 2025, Fitch Ratings reaffirmed KMG's long-term credit rating at BBB, with a stable outlook;
- on 27 June 2025, S&P Global Ratings upgraded KMG's credit rating from BB+ to BBB– with a stable outlook.

Thus, KMG currently holds investment-grade credit ratings from all rating agencies on par with the sovereign rating of the Republic of Kazakhstan.

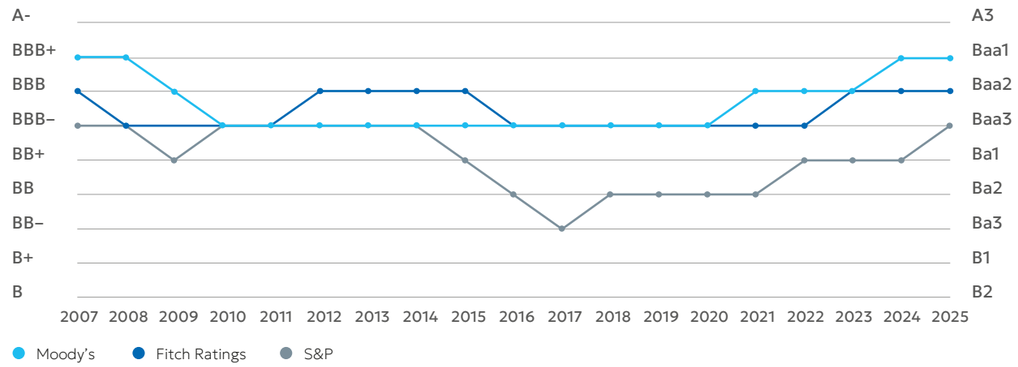
KMG credit ratings

Rating agency	Date	Rating	Outlook
Moody's Investors Service	11 September 2024	Baa1	Stable
S&P	27 June 2025	BBB–	Stable
Fitch Ratings	18 June 2025	BBB	Stable

Kazakhstan's credit ratings

Rating agency	Date	Rating	Outlook
Moody's Investors Service	9 September 2024	Baa1	Stable
S&P	22 August 2025	BBB–	Positive
Fitch Ratings	15 July 2025	BBB	Stable

Change in KMG's credit ratings



	Moody's	S&P	Fitch Ratings
2007	Baa1	BBB–	BBB
2008	Baa1	BBB–	BBB–
2009	Baa2	BB+	BBB–
2010	Baa3	BBB–	BBB–
2011	Baa3	BBB–	BBB–
2012	Baa3	BBB–	BBB
2013	Baa3	BBB–	BBB
2014	Baa3	BBB–	BBB
2015	Baa3	BB+	BBB
2016	Baa3	BB	BBB–
2017	Baa3	BB–	BBB–
2018	Baa3	BB	BBB–
2019	Baa3	BB	BBB–
2020	Baa3	BB	BBB–
2021	Baa2	BB	BBB–
2022	Baa2	BB+	BBB–
2023	Baa2	BB+	BBB
2024	Baa1	BB+	BBB
2025	**Baa1**	**BBB–**	**BBB**

Investor engagement

KMG continues to strengthen its investor relations, viewing them as key to ensuring sustainable access to funding and reducing borrowing costs. Investor engagement involves Company leadership, including the Chairman of the Board of Directors, the Chairman and members of the Management Board, as well as the relevant departments, including strategy, finance, operations, ESG, and investor relations.

KMG provides quarterly disclosures covering:
- financial and operating results presentations;
- press releases on key metrics;
- consolidated IFRS financial statements;
- analytical and reference materials for investors.

Half-year and annual results are discussed in conference calls with investors and analysts, with top management taking part. In 2025, KMG continued conducting one-on-one meetings and calls with institutional investors and rating agencies, and took part in international industry and ESG conferences addressing sustainability and global energy transformation.

In 2025, KMG strengthened its focus on the quality and timeliness of information disclosure, particularly regarding the ESG agenda and strategic priorities. During the reporting year, the Company published an updated 2024 Sustainability Report aligned with international best practices and investor expectations. KMG maintained its BBB ESG rating from MSCI in 2025, in line with the industry average.

KMG maintains a strong focus on fostering bilateral dialogue with the investment community. Investor feedback and market perception analysis are regularly discussed by the Board of Directors and inform adjustments to the Company's communications and investment strategy.

Up-to-date investor materials, including presentations, reports, and Investor Relations contacts, are available in the Investors section of the Company's official website.

2025 Investor Calendar

1Q 2025	• Investor conference call on full-year 2024 financial and operating results • 2024 quarterly results presentation • 2024 financial results and trading update • IFRS consolidated financial statements for 2024
2Q 2025	• 1Q 2025 quarterly results presentation • 1Q 2025 financial results and trading update • Interim condensed consolidated IFRS financial statements for 3M 2025 ended 31 March 2025 • Publication of 2024 Annual Report • Publication of 2024 Sustainability Report • Report on payments to the government in 2024
3Q 2025	• Investor conference call on 1H 2025 financial and operating results • 1H 2025 quarterly results presentation • 1H 2025 financial results and trading update • Interim condensed consolidated IFRS financial statements for 6M 2025 ended 30 June 2025 • 1H 2025 trading update
4Q 2025	• 3Q 2025 quarterly results presentation • 3Q 2025 financial results and trading update • Interim condensed consolidated IFRS financial statements for 9M 2025 ended 30 September 2025

2026 Investor Calendar

27 February	26 March	18 May – 22 May	25 May – 29 May	27 July – 31 July	24 August – 28 August	26 October – 30 October	23 November – 30 November
2025 trading update	2025 financial results	1Q 2026 trading update	1Q 2026 financial results	1H 2026 trading update	1H 2026 financial results	9M 2026 trading update	9M 2026 financial results

#3 FINANCIAL STATEMENTS

In 2025, KMG successfully met the strategic goals fundamental to its development, reaffirming the effectiveness of its strategic course and its ability to create long-term value despite a challenging environment.

Consolidated financial statements for the year ended December 31, 2025 with independent auditor's report

Independent auditor's report

March 5, 2026

Independent Auditor's Report

To the Shareholders, the Board of Directors and Management of Joint Stock Company "National Company "KazMunayGas"

Our opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of Joint Stock Company "National Company "KazMunayGas" (the "Company") and its subsidiaries (together – the "Group") as at 31 December 2025, and the Group's consolidated financial performance and consolidated cash flows for the year then ended in accordance with IFRS Accounting Standards.

What we have audited

The Group's consolidated financial statements comprise:

- the consolidated statement of comprehensive income for the year ended 31 December 2025;
- the consolidated statement of financial position as at the year then ended;
- the consolidated statement of cash flows for the year then ended;
- the consolidated statement of changes in equity for the year then ended; and
- the notes to the consolidated financial statements, comprising material accounting policy information and other explanatory information.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the consolidated financial statements section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Group in accordance with the ethical requirements of the Law on Audit Activity that are relevant to our audit of the consolidated financial statements in the Republic of Kazakhstan and the International Code of Ethics for Professional Accountants (including International

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Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code) as applicable to audits of financial statements of public interest entities. We have also fulfilled our other ethical responsibilities in accordance with the ethical requirements of the Republic of Kazakhstan and the IESBA Code.

Our audit approach

Overview

Overall Group materiality: Kazakhstani Tenge ("tenge") 70,000 million, which represents approximately 5% of profit before income tax.

- Our scope of work included audits of the Company, fifteen subsidiaries, nine joint ventures and one associate in Kazakhstan, one subsidiary in the Netherlands, and one associate in Russia.
- Our audit scope addressed 95% of the Group's total assets, 97% of the Group's revenues, 98% of the Group's profit before income tax.

- Impairment of non-current assets
- Provisions and contingent liabilities
- Asset retirement obligations and provision for environmental obligation

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the consolidated financial statements. In particular, we considered where management made subjective judgements; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls including, among other matters, consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

Materiality

The scope of our audit was influenced by our application of materiality. An audit is designed to obtain reasonable assurance whether the consolidated financial statements are free from material misstatement. Misstatements may arise due to fraud or error. They are considered material if individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the consolidated financial statements.

Based on our professional judgement, we determined certain quantitative thresholds for materiality, including the overall Group materiality for the consolidated financial statements as a whole as set out in the table below. These, together with qualitative considerations, helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures and to evaluate the effect of misstatements, if any, both individually and in aggregate on the consolidated financial statements as a whole.

Overall Group materiality	70,000 million tenge
How we determined it	Approximately 5% of profit before income tax
Rationale for the materiality benchmark applied	We chose profit before income tax as the benchmark because, in our view, it is the benchmark against which the performance of the Group is most commonly measured by users of the consolidated financial statements and is a generally accepted benchmark. We chose 5% which is consistent with quantitative materiality thresholds used for profit-oriented companies in this sector.

Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matters	How our audit addressed the key audit matters
Impairment of non-current assets Note 13 to the consolidated financial statements The Group has significant balances of non-current assets (including property, plant and equipment, intangible assets, and exploration and evaluation assets). The Group's management assessed indicators of impairment (and indicators of reversal) of these assets, as well as impairment models (where applicable) as at 31 December 2025. Management applies a future cash flow approach, which involves the use of forecast estimates that are inherently difficult to determine with precision. A degree of judgement is also applied in establishing other key assumptions. We considered this matter to be one of the key audit matters due to the high level of assumptions involved, as well as the significant judgements and estimates underlying the impairment analysis. Key assumptions (depending on the specific asset) include discount rates, crude oil price forecasts, refining tariffs, production forecasts, exchange rates and inflation rates. Significant estimates include future capital expenditures and the volumes of crude oil and natural gas reserves available for development and production.	• We obtained management's analyses regarding the presence of impairment indicators and assessed their compliance with the requirements of IFRS Accounting Standards. • Where applicable, we obtained, reviewed and evaluated impairment models prepared by management or by external valuation specialists. • We assessed the competence and objectivity of the external valuation specialists and the independent expert who prepared the reserves report used in the models, taking into account their professional qualifications, relevant experience and the use of industry-accepted methodologies. • We involved our valuation specialists to assist us in assessing the methodology and assumptions used in the models, including oil price forecasts, discount rates, inflation rates, country risk premiums, foreign exchange rates and other external information sources, including comparisons to market data. • We compared current and forecast capital expenditures, tax cash flows and other internal information to the approved plans and budgets. • We assessed management's sensitivity analyses over key assumptions to evaluate the potential impact on the impairment results and the ranges of possible recoverable amounts. • We evaluated the disclosures in the consolidated financial statements for compliance with the requirements of IFRS Accounting Standards.

Provisions and contingent liabilities Notes 28 and 34 to the consolidated financial statements The Group assesses and recognises provisions and discloses contingent liabilities in respect of the outcomes of reviews by government authorities and general litigation, as well as other relevant circumstances. Assessing whether a liability should be recognised and whether the amounts can be reliably estimated requires judgement and estimation. Forecasting the outcome of a matter and assessing the potential effect in the event of an unfavourable resolution is a complex process, and the potential impact on the consolidated financial statements may be significant. We considered the assessment of provisions and contingent liabilities to be one of the key audit matters due to the materiality of such balances to the consolidated financial statements and the significant judgements applied by Group management.	• We inquired of Group management and the Group's legal departments regarding instances of non-compliance with laws and regulations, as well as the status of any outstanding and ongoing legal cases, claims and proceedings. • We obtained legal letters from the internal legal departments as well as confirmation letters from the Group's external legal counsel. • We reviewed relevant correspondence, significant contracts, and minutes of meetings of management and the Group's Board of Directors. • We analysed the most significant legal cases and discussed them with the Group's legal department. We also involved our internal legal and tax specialists to assist in this analysis. • We analysed Group management's assessments underlying the amounts recognised as provisions in the consolidated financial statements and evaluated the judgements applied in determining the likelihood of potential outcomes related to the execution of contingent liabilities. • We reviewed the relevant disclosures in the consolidated financial statements.
Asset retirement obligations and provision for environmental obligation Note 28 to the consolidated financial statements The Group assesses and recognises asset retirement obligations and environmental liabilities as part of its provisions. We considered this matter to be one of the key audit matters because the calculation of the provision for asset retirement obligations and environmental liabilities involves inherent subjectivity in estimating future nominal costs and uncertainty related to the timing of the actual decommissioning activities. Provisions for asset retirement obligations and environmental liabilities are also material to the consolidated financial statements. The Group's assessment of such provisions takes into account the expected decommissioning approach, the timing of decommissioning activities, discount rates, the impact of changes in local regulations, as well as the effect of inflation.	• We tested the Group's calculations, compared the key assumptions to external sources, and on a sample basis tested the underlying data used in determining the nominal cost estimates. • We reviewed the legal and regulatory framework governing the requirements for decommissioning the assets at the end of their useful lives, and assessed management's interpretation and application of these requirements. • We assessed the competence and objectivity of the external experts who determined the nominal cost estimates, taking into account their professional qualifications, experience and the use of industry-accepted methodologies. • We involved our valuation experts to perform audit procedures over the assessment of the appropriateness of the discount and inflation rates used by the Group in calculating the provision for asset retirement obligations and environmental liabilities. • We reviewed management's sensitivity analyses over key assumptions to assess the potential impact on the valuation results and the ranges of possible outcomes. • We evaluated the relevant disclosures in the consolidated financial statements for compliance with the requirements of IFRS Accounting Standards.

How we tailored our Group audit scope

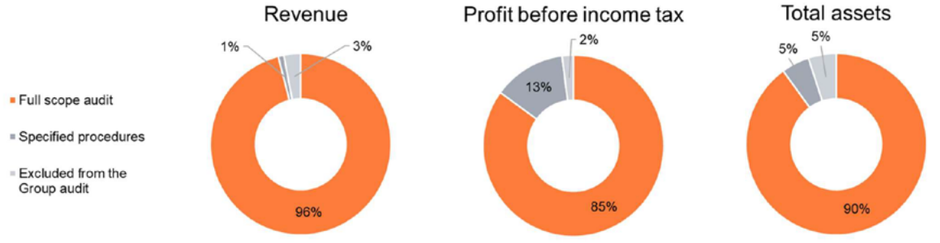
We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the consolidated financial statements as a whole, taking into account the structure of the Group, the accounting processes and controls, and the industry in which the Group operates.

The Group's principal production assets and hydrocarbon fields are located in the Republic of Kazakhstan, the Group also has productions assets in Romania and other countries. The Group's activities comprise the exploration and production of oil and gas, transportation, refining and marketing of hydrocarbons and petroleum products. The Group's trading activities are carried out in the Republic of Kazakhstan, as well as abroad through its subsidiaries. The Group conducts its operations through thirty-eight subsidiaries, twenty-three joint ventures and three associates.

The scope of our audit work for the Group included the Company, eleven subsidiaries and three joint ventures audited by us; one subsidiary audited by another PwC network firm; and four subsidiaries, six joint ventures and two associates audited by other auditors.

Based on our assessment, we included the Company and twenty-seven components in the scope of our audit, including twelve components audited by other auditors.

To achieve appropriate audit coverage of the identified risks, our selection was based on the relative significance of the components within the Group or on specific risks identified. The components within our audit scope represented the following percentages of the Group (1):



(1) Percentages of the Group's consolidated results as at 31 December 2025 or for the year then ended

Audit instructions for components set out the significant audit areas, materiality thresholds and specific reporting requirements. The Group audit team directed the work performed by the component auditors through a combination of interoffice and interfirm reporting, regular interactions on audit and accounting matters, periodic site visits and reviews of selected audit working papers.

By performing procedures over the components as described above, together with additional procedures carried out at the Group level, we obtained sufficient and appropriate audit evidence in relation to the consolidated financial statements as a whole, which provides a basis for our opinion.

Other information

Management is responsible for the other information. The other information comprises the Annual report (but does not include the consolidated financial statements and our auditor's report thereon), which is expected to be made available to us after the date of this auditor's report.

Our opinion on the consolidated financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read Annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

Responsibilities of management and those charged with governance for the consolidated financial statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with IFRS Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditor's responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner on the audit resulting in this independent auditor's report is Almaz Sadykov.

On behalf of PricewaterhouseCoopers LLP

Approved by:

Azamat Konratbaev
Managing Director
PricewaterhouseCoopers LLP
(General State License of the Ministry of Finance of the Republic of Kazakhstan №0000005 dated 21 October 1999)

Signed by:

Almaz Sadykov
Auditor in charge
(Qualified Auditor's Certificate №МФ-0000745 dated 8 February 2019)

5 March 2026
Astana, Kazakhstan

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the year ended December 31, 2025

In millions of tenge	Note	2025	2024
Revenue and other income			
Revenue from contracts with customers	6	**9,371,488**	8,330,261
Share in profit of joint ventures and associates, net	7	**780,635**	531,230
Gain from disposal of subsidiary	5	**3,000**	16,410
Interest revenue calculated using the effective interest method	14	**197,959**	184,392
Other finance income	14	**43,005**	123,290
Other operating income		**48,626**	52,377
Total revenue and other income		**10,444,713**	9,237,960
Costs and expenses			
Cost of purchased oil, gas, petroleum products and other materials	8	**(5,039,517)**	(4,347,011)
Production expenses	9	**(1,588,607)**	(1,398,604)
Taxes other than income tax	10	**(592,928)**	(592,984)
Depreciation, depletion and amortization	35	**(723,977)**	(642,666)
Transportation and selling expenses	11	**(319,088)**	(267,824)
General and administrative expenses	12	**(218,624)**	(254,148)
Impairment of property, plant and equipment, intangible assets, non–current advances for fixed assets and exploration expenses	13	**(35,762)**	(69,733)
Finance costs	14	**(368,055)**	(346,096)
Foreign exchange (loss)/gain, net		**(84,012)**	185,459
Recovery of expected credit losses/(expected credit losses)		**6,744**	(8,316)
Other expenses		**(49,130)**	(38,703)
Total costs and expenses		**(9,012,956)**	(7,780,626)
Profit before income tax		**1,431,757**	1,457,334
Income tax expenses	31	**(359,703)**	(363,087)
Net profit for the year		**1,072,054**	1,094,247

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME (continued)

In millions of tenge	Note	2025	2024
Other comprehensive income/(loss)			
Other comprehensive income/(loss) to be reclassified to profit or loss in subsequent periods			
Hedging effect		**9,102**	**(1,463)**
Exchange differences on translation of foreign operations		**(419,809)**	**1,492,858**
Net gain/(loss) on hedge of a net investment	26	**92,338**	**(358,847)**
Tax effect		**23,255**	**(90,712)**
Net other comprehensive (loss)/income to be reclassified to profit or loss in the subsequent periods, net of tax		**(295,114)**	**1,041,836**
Other comprehensive income/(loss) not to be reclassified to profit or loss in subsequent periods			
Actuarial gain on defined benefit plans of the Group		**7,078**	**870**
Actuarial (loss)/gain on defined benefit plans of the joint ventures		**(1,363)**	**114**
Tax effect		**(109)**	**1**
Net other comprehensive income not to be reclassified to profit or loss in the subsequent periods, net of tax		**5,606**	**985**
Net other comprehensive (loss)/income for the year, net of tax		**(289,508)**	**1,042,821**
Total comprehensive income for the year, net of tax		**782,546**	**2,137,068**
Net profit/(loss) for the year attributable to:			
Equity holders of the Parent Company		**1,040,435**	**1,094,438**
Non-controlling interests		**31,619**	**(191)**
		1,072,054	**1,094,247**
Total comprehensive income for the year attributable to:			
Equity holders of the Parent Company		**751,216**	**2,136,253**
Non-controlling interests		**31,330**	**815**
		782,546	**2,137,068**
Earnings per share* – tenge thousands			
Basic and diluted	25	**1.705**	**1.794**

* *The average number of ordinary shares for 2025 and 2024 equaled to 610,119,493.*

Deputy Chairman of the Management Board

D.A. Aryssova

Chief accountant

A.S. Yesbergenova

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at December 31, 2025

In millions of tenge	Note	December 31, 2025	December 31, 2024
Assets			
Non-current assets			
Exploration and evaluation assets	16	**211,410**	216,448
Property, plant and equipment	15	**7,590,629**	7,834,160
Investment property		**7,912**	12,374
Intangible assets	17	**881,420**	943,156
Right-of-use assets	18	**117,083**	122,991
Investments in joint ventures and associates	20	**4,933,962**	5,378,513
VAT receivable		**38,556**	30,396
Advances for non-current assets		**161,074**	88,216
Other non-current non-financial assets		**9,383**	7,767
Loans and receivables due from related parties	23	**207,247**	121,673
Other non-current financial assets		**93,319**	48,249
Long-term bank deposits	19	**73,271**	74,329
Deferred income tax assets	31	**34,539**	50,705
		14,359,805	14,928,977
Current assets			
Inventories	21	**374,735**	413,741
Trade accounts receivable	22	**597,111**	443,057
VAT receivable		**54,527**	48,408
Income tax prepaid	31	**62,515**	41,170
Other current non-financial assets	22	**194,392**	180,754
Loans and receivables due from related parties	23	**59,584**	84,240
Other current financial assets	22	**71,629**	63,528
Short-term bank deposits	19	**1,875,464**	1,513,816
Cash and cash equivalents	24	**1,198,185**	1,216,451
		4,488,142	4,005,165
Assets classified as held for sale		**498**	505
		4,488,640	4,005,670
Total assets		**18,848,445**	18,934,647

CONSOLIDATED STATEMENT OF FINANCIAL POSITION (continued)

In millions of tenge	Note	December 31, 2025	December 31, 2024
Equity and liabilities			
Equity			
Share capital	25	**916,541**	916,541
Additional paid-in capital		**1,142**	1,142
Other equity		**6,729**	(2,373)
Currency translation reserve		**4,828,788**	5,132,868
Retained earnings		**6,715,218**	5,985,894
Attributable to equity holders of the Parent Company		**12,468,418**	12,034,072
Non-controlling interests	25	**(82,093)**	(109,788)
Total equity		**12,386,325**	11,924,284
Non-current liabilities			
Borrowings	26	**3,243,524**	3,644,111
Lease liabilities	27	**112,295**	103,334
Other non-current financial liabilities	29	**1,081**	7,096
Provisions	28	**279,759**	308,129
Employee benefit liabilities		**71,225**	75,999
Other non-current non-financial liabilities	29	**67,808**	36,175
Deferred income tax liabilities	31	**1,274,036**	1,391,836
		5,049,728	5,566,680
Current liabilities			
Trade accounts payable	29	**546,873**	598,787
Borrowings	26	**278,423**	323,290
Lease liabilities	27	**16,677**	20,882
Other current financial liabilities	29	**179,684**	169,150
Provisions	28	**17,111**	19,524
Employee benefit liabilities		**7,625**	6,516
Income tax payable	31	**22,688**	15,600
Other taxes payable	30	**154,833**	83,631
Other current non-financial liabilities	29	**188,478**	206,303
		1,412,392	1,443,683
Total liabilities		**6,462,120**	7,010,363
Total equity and liabilities		**18,848,445**	18,934,647
Book value per ordinary share* – tenge thousands	25	**18.857**	17.998

* *The number of ordinary shares as of December 31, 2025 and 2024 equaled to 610,119,493. The book value per ordinary share is a non-IFRS measure, it is presented as required by KASE.*

Deputy Chairman of the Management Board

D.A. Aryssova

Chief accountant

A.S. Yesbergenova

CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended December 31, 2025

In millions of tenge	Note	2025	2024
Cash flows from operating activities			
Profit before income tax		**1,431,757**	1,457,334
Adjustments:			
Depreciation, depletion and amortization	35	**723,977**	642,666
Impairment of property, plant and equipment, intangible assets, non-current advances for fixed assets and exploration expenses	13	**35,762**	69,733
Gain on disposal of subsidiary	5	**(3,000)**	(16,410)
Realized loss/(gain) from derivatives on petroleum products	9	**19,060**	(19,502)
Interest revenue calculated using the effective interest method	14	**(197,959)**	(184,392)
Other finance income	14	**(43,005)**	(123,290)
Finance costs	14	**368,055**	346,096
Loss on disposal of joint venture		**–**	1,928
Share in profit of joint ventures and associates, net	7	**(780,635)**	(531,230)
Movements in provisions		**–**	(15,912)
Net foreign exchange loss/(gain)		**84,012**	(184,029)
(Recovery)/write-off of inventories to net realizable value		**(3,781)**	942
Loss on disposal of property, plant and equipment, intangible assets, investment property and assets held for sale, net		**8,712**	5,241
Impairment of VAT receivable	12	**3,458**	7,063
Change in financial guarantees		**6,063**	1,765
VAT non-recoverable	12	**4,920**	1,237
(Reversal of allowance for expected credit loss)/Allowance for expected credit loss		**(6,744)**	8,316
Operating profit before working capital changes		**1,650,652**	1,467,556
Change in VAT receivable		**(23,442)**	6,180
Change in inventory		**(4,248)**	36,690
Change in trade accounts receivable and other current assets		**(295,237)**	199,936
Change in trade payables and contract liabilities		**(95,008)**	(142,667)
Change in other taxes payable		**73,370**	(134,049)
Cash generated from operations		**1,306,087**	1,433,646
Dividends received from joint ventures and associates	20	**985,262**	701,104
Income taxes paid		**(281,955)**	(182,227)
Interest received		**164,829**	138,511
Interest paid	26, 27	**(273,799)**	(247,182)
Net cash flow from operating activities		**1,900,424**	1,843,852

CONSOLIDATED STATEMENT OF CASH FLOWS (continued)

In millions of tenge	Note	2025	2024
Cash flows from investing activities			
Placement of bank deposits		**(3,209,635)**	(2,068,061)
Withdrawal of bank deposits		**2,797,053**	1,734,453
Deferred consideration paid for the acquisition of subsidiary		**–**	(1,520)
Purchase of property, plant and equipment, intangible assets and exploration and evaluation assets		**(667,578)**	(644,752)
Proceeds from sale of property, plant and equipment, exploration and evaluation assets and assets held for sale		**4,770**	1,939
Proceeds from disposal of subsidiary, net of cash disposed	5	**1,163**	8,010
Proceeds from disposal of share in joint venture		**–**	12,995
Additional contributions to joint ventures without changes in ownership	20	**(43,099)**	(74,209)
Loans given to related parties	32	**(74,262)**	(67,980)
Repayment of loans due from related parties	32	**1,524**	45,023
Acquisition of debt securities		**(4,030)**	(8,041)
Proceeds from sale of debt securities		**2,923**	13,736
Guaranteed and other payments receivable from a joint venture participant		**–**	9,905
Redeem of notes of the National Bank of RK	32	**447,884**	308,147
Acquisition of notes of the National Bank of RK	32	**(446,814)**	(302,600)
Proceeds from bonds redemption of Samruk-Kazyna	32	**20,000**	–
Acquisition of bonds of Samruk-Kazyna	32	**(10,000)**	(10.000)
Other		**4,329**	–
Net cash flows used in investing activities		**(1,175,772)**	(1,042,955)
Cash flows from financing activities			
Proceeds from borrowings	26	**299,841**	214,894
Repayment of borrowings	26	**(638,232)**	(647,409)
Dividends paid to shareholders	25	**(300,002)**	(300,002)
Dividends paid to non-controlling interests	25	**(3,572)**	(2,759)
Distribution of net assets of KazMunayGas Exploration Production JSC to non-controlling interest		**–**	(5,901)
Distributions to Samruk-Kazyna	25	**(1,642)**	(2,059)
Payment of principal portion of lease liabilities	27	**(29,520)**	(26,118)
Proceeds from the repo agreements		**30,739**	22,074
Repayment of the repo agreements		**(32,624)**	(22,074)
Other operations with Samruk-Kazyna	25	**(4,292)**	(6,652)
Other		**(1,969)**	(4,554)
Net cash flows used in financing activities		**(681,273)**	(780,560)
Effects of exchange rate changes on cash and cash equivalents		**(61,633)**	145,268
Change in allowance for expected credit losses		**(12)**	(27)
Net change in cash and cash equivalents		**(18,266)**	165,578
Cash and cash equivalents, at the beginning of the year		**1,216,451**	1,050,873
Cash and cash equivalents, at the end of the year		**1,198,185**	1,216,451

Non-cash transactions

For the year ended December 31, 2025, accounts payable for purchases of property, plant and equipment increased by 48,595 million tenge (2024: decreased by 12,851 million tenge).

Deputy Chairman of the Management Board — *D.A. Aryssova*

Chief accountant — *A.S. Yesbergenova*

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the year ended December 31, 2025

	Attributable to equity holders of the Parent Company							
In millions of tenge	Share capital	Additional paid-in capital	Other equity	Currency translation reserve	Retained earnings	Total	Non-controlling interests	Total
As at December 31, 2023	916,54[1]	1,142	(910)	4,090,281	5,488,964	10,496,018	(99,404)	10,396,614
Net profit/(loss) for the year	–	–	–	–	1,094,438	1,094,438	(191)	1,094,247
Other comprehensive (loss)/income	–	–	(1,463)	1,042,587	691	1,041,815	1,006	1,042,821
Total comprehensive income/(loss)	–	–	(1,463)	1,042,587	1,095,129	2,136,253	815	2,137,068
Dividends *(Note 25)*	–	–	–	–	(300,002)	(300,002)	(2,820)	(302,822)
Distributions to Samruk-Kazyna *(Note 25)*	–	–	–	–	(16)	(16)	–	(16)
Other operations with Samruk-Kazyna *(Note 25)*	–	–	–	–	(1,989)	(1,989)	–	(1,989)
Transactions with Samruk-Kazyna *(Note 25)*	–	–	–	–	(296,192)	(296,192)	–	(296,192)
Effect of liquidation of KazMunaiGas Exploration Production JSC	–	–	–	–	–	–	(8,379)	(8,379)
As at December 31, 2024	916,54[1]	1,142	(2,373)	5,132,868	5,985,894	12,034,072	(109,788)	11,924,284

The accounting policies and explanatory notes on pages 307 through 380 form an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY (continued)

	Attributable to equity holders of the Parent Company							
In millions of tenge	Share capital	Additional paid-in capital	Other equity	Currency translation reserve	Retained earnings	Total	Non-controlling interests	Total
As at December 31, 2024	**916,541**	**1,142**	**(2,373)**	**5,132,868**	**5,985,894**	**12,034,072**	**(109,788)**	**11,924,284**
Net profit for the year	–	–	–	–	1,040,435	1,040,435	31,619	1,072,054
Other comprehensive income /(loss)	–	–	9,102	(304,080)	5,759	(289,219)	(289)	(289,508)
Total comprehensive income/(loss)	**–**	**–**	**9,102**	**(304,080)**	**1,046,194**	**751,216**	**31,330**	**782,546**
Dividends *(Note 25)*	–	–	–	–	(300,002)	(300,002)	(3,635)	(303,637)
Distributions to Samruk-Kazyna *(Note 25)*	–	–	–	–	(4,197)	(4,197)	–	(4,197)
Transactions with Samruk-Kazyna *(Note 25)*	–	–	–	–	(12,671)	(12,671)	–	(12,671)
As at December 31, 2025	**916,541**	**1,142**	**6,729**	**4,828,788**	**6,715,218**	**12,468,418**	**(82,093)**	**12,386,325**

Deputy Chairman of the Management Board

D.A. Aryssova

Chief accountant

A.S. Yesbergenova

The accounting policies and explanatory notes on pages 307 through 380 form an integral part of these consolidated financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2025

1. GENERAL

Joint stock company "National Company "KazMunayGas" (further the Company, JSC NC "KazMunayGas" or Parent Company) is oil and gas enterprise of the Republic of Kazakhstan (further RK), which was established on February 27, 2002 as a closed joint stock company pursuant to the Decree No. 811 of the President of the RK dated February 20, 2002 and the resolution of the Government of the RK (further the Government) No. 248 dated February 25, 2002. The Company was formed as a result of the merger of closed joint stock companies "National Oil and Gas Company Kazakhoil" and "National Company Transport Nefti i Gaza". As the result of the merger, all assets and liabilities, including ownership interest in all entities owned by these companies, have been transferred to the Company. The Company was reregistered as a joint stock company in accordance with the legislation of the RK in March 2004.

Starting from June 8, 2006, the sole shareholder of the Company was joint stock company "Kazakhstan Holding Company for State Assets Management "Samruk", which in October 2008 was merged with the state owned Sustainable Development Fund "Kazyna" and formed joint stock company "National Welfare Fund Samruk-Kazyna", now renamed to joint stock company "Sovereign Wealth Fund Samruk-Kazyna" (further Samruk-Kazyna). The Government of RK is the sole shareholder of Samruk-Kazyna.

On August 7, 2015, the National Bank of RK (further NB RK) purchased 9.58% plus one share of the Company from Samruk-Kazyna. From December 8, 2022, 3.00% of shares of the Company are freely available on the Astana International Exchange (further AIX) and the Kazakhstan Stock Exchange (further KASE) stock exchanges. On December 22, 2023, 20.00% of the Company's shares owned by Samruk-Kazyna were transferred to the Ministry of Finance of the Republic of Kazakhstan.

As at December 31, 2025, the Company has controlling interest in 38 companies (as of December 31, 2024: 41 companies), joint control over 23 companies (as of December 31, 2024: 20 companies) and significant influence on 3 companies (as of December 31, 2024: 3 companies) (jointly "the Group").

The Company has its registered office in the RK, Astana, Dinmukhamed Kunayev, 8.

The principal activity of the Group includes, but is not limited, to the following:

- Participation in the development and implementation of the uniform public policy in the oil and gas sector;
- Representation of the state interests in subsoil use contracts through interest participation in those contracts; and
- Corporate governance and monitoring of exploration, development, production, oil servicing, processing, petrochemistry, transportation and sale of hydrocarbons and the designing, construction and maintenance of oil-and-gas pipeline and field infrastructure.

The consolidated financial statements comprise the financial statements of the Company, its controlled subsidiaries and Company's share in results of joint ventures and associates *(Note 3)*.

These consolidated financial statements of the Group were approved for issue by the Deputy Chairman of the Management Board and the Chief accountant on March 5, 2026.

2. BASIS OF PREPARATION

These consolidated financial statements have been prepared on a historical cost basis, except as described in the accounting policies and the notes to these consolidated financial statements. All values in these consolidated financial statements are rounded to the nearest millions, except when otherwise indicated.

Statement of compliance

These consolidated financial statements of the Group have been prepared in accordance with IFRS accounting standards as issued by International Accounting Standards Board (IASB).

The preparation of the consolidated financial statements in conformity with IFRS accounting standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgment in the process of applying the Group's accounting policies. The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to the Group consolidated financial statements are disclosed in *Note 4*.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. BASIS OF PREPARATION (continued)

Statement of compliance (continued)

The Group has prepared these consolidated financial statements on the basis that it will continue to operate as a going concern. The Management of the Group considers that there are no material uncertainties that may cast significant doubt over this assumption. They have formed a judgement that there is a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future, and not less than 12 months from the end of the reporting period.

Foreign currency translation

Functional and presentation currency

Items included in the financial statements of each of the Group's entities included in these consolidated financial statements are measured using the currency of the primary economic environment in which the entities operate (the functional currency). The consolidated financial statements are presented in Kazakhstani tenge (tenge or KZT), which is the Company's functional and presentation currency.

Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognized in the consolidated statement of comprehensive income.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value is determined.

Differences arising on settlement or translation of monetary items are recognized in profit or loss with the exception of monetary items that are designated as part of the hedge of the Group's net investment in foreign operation. These are recognized in other comprehensive income until the net investment is disposed of, at which time, the cumulative amount is reclassified to profit or loss. Tax charges and credits attributable to exchange differences on those monetary items are also recorded in other comprehensive income.

Group Companies

The results and financial position of all of the Group's subsidiaries, joint ventures and associates (none of which has the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- Assets and liabilities for each statement of financial position presented are translated at the closing rate at that reporting date;
- Income and expenses for each statement of comprehensive income presented are translated at average exchange rates (unless this average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at the rate on the date of the transaction); and
- All resulting exchange differences are recognized as a separate component of other comprehensive income.

Exchange rates

Weighted average currency exchange rates established by KASE are used as official currency exchange rates in the Republic of Kazakhstan. The currency exchange rate of KASE as at December 31, 2025 was 505.53 tenge to 1 United States dollar (US dollar). This rate was used to translate monetary assets and liabilities denominated in US dollar as at December 31, 2025 (December 31, 2024: 525.11 tenge to 1 US dollar). The currency exchange rate of KASE as at March 5, 2025 was 493.36 tenge to 1 US dollar. For the year ended December 31, 2025, the Group had net foreign exchange loss of 84,012 million tenge due to fluctuations in foreign exchange rates to tenge.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

3. MATERIAL ACCOUNTING POLICY INFORMATION

Changes in accounting policies and disclosures

New and amended standards and interpretations

The accounting policies adopted in the preparation of the consolidated financial statements are consistent with those followed in the preparation of the Group's consolidated financial statements for the year ended December 31, 2024, except for the adoption of new standards and interpretations effective as of January 1, 2025.

The Group has not early adopted any other standard, interpretation or amendment that has been issued but is not yet effective.

Several new standards and interpretations have been published, which are mandatory for periods beginning on or after January 1, 2025.

- Amendments to IAS 21 Lack of Exchangeability (Issued on August 15, 2023 and effective for annual periods beginning on or after January 1, 2025).

The adoption of new standards and interpretations effective as of January 1, 2025 has not material impact on the Group.

Standards issued but not yet effective

There are new pronouncements issued as at December 31, 2025:

- IFRS 14, Regulatory Deferral Accounts (issued on January 30, 2014, and effective for annual periods beginning on or after January 1, 2026).
- IFRS 18 Presentation and Disclosure in Financial Statements (issued on April 9, 2024, and effective for annual periods beginning on or after January 1, 2027);
- IFRS 19 Subsidiaries without Public Accountability: Disclosures (issued on May 9, 2024, and effective for annual periods beginning on or after January 1, 2027);
- Amendments to IFRS (IFRS) 19 (issued on August 21, 2025, and effective for annual periods beginning on or after January 1, 2027);
- Annual Improvements to IFRS Accounting Standards (issued in July 2024 and effective from January 1, 2026);
- Amendments to the Classification and Measurement of Financial Instruments – Amendments to IFRS 9 and IFRS 7 (issued on May 30, 2024, and effective for annual periods beginning on or after January 1, 2026);
- Sale or Contribution of Assets between an Investor and its Associate or Joint Venture – Amendments to IFRS 10 and IAS 28 (issued on September 11, 2014, and effective for annual periods beginning on a date to be determined by the IASB);
- Contracts Referencing Nature-dependent Electricity – Amendments to IFRS 9 and IFRS 7 (issued on December 18, 2024, and effective from January 1, 2026);
- Amendments to IAS 21 – Translation to a Hyperinflationary Presentation Currency (issued on November 13, 2025, and effective from January 1, 2027).

The amendments are not expected to have a material impact on the Group's consolidated financial statements, except for IFRS 18 *Presentation and Disclosure in Financial Statements*. The Group is currently working to identify all impacts the amendments will have on the primary financial statements and notes to the financial statements.

Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as of December 31, 2025. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Specifically, the Group controls an investee if and only if the Group has: power over the investee (i.e. existing rights that give it the current ability to direct the relevant activities of the investee); exposure, or rights, to variable returns from its involvement with the investee, and; the ability to use its power over the investee to affect its returns.

Generally, there is a presumption that a majority of voting rights result in control. To support this presumption and when the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including: the contractual arrangement with the other vote holders of the investee; rights arising from other contractual arrangements; the Group's voting rights and potential voting rights.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control over the subsidiary. Assets, liabilities, revenue and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of comprehensive income from the date the Group gains control until the date the Group ceases to control the subsidiary.

The financial statements of the subsidiaries are prepared for the same reporting period as the parent company, using consistent accounting policies. Profit or loss and each component of other comprehensive income are attributable to the equity holders of the parent of the Group and to the non-controlling interests, even if this results in the non-controlling interest having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with the Group's accounting policies. All intra-group balances, transactions, unrealized gains and losses resulting from intra-group transactions and dividends are eliminated in full on consolidation. A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction.

If the Group loses control over a subsidiary, it derecognizes the related assets (including goodwill), liabilities, non-controlling interest and other components of equity while any resultant gain or loss is recognized in profit or loss. Any investment retained is recognized at fair value.

Subsidiaries

As at December 31, 2025 and 2024, the following direct significant subsidiaries were included in these consolidated financial statements:

			Percentage ownership	
Significant entities	**Main activity**	**Country of incorporation**	**December 31, 2025**	December 31, 2024
KMG Karachaganak LLP (further KMG Karachaganak)	Exploration and production	Kazakhstan	**100%**	100%
Kazakhturkmunay LLP	Exploration and production	Kazakhstan	**100%**	100%
KMG Kashagan B.V.	Exploration and production	Netherlands	**100%**	100%
Ozenmunaigas JSC (further OMG)	Exploration and production	Kazakhstan	**100%**	100%
Embamunaigas JSC	Exploration and production	Kazakhstan	**100%**	100%
Dunga Operating GmbH (further Dunga)	Production	Germany	**100%**	100%
KazTransOil JSC (further KTO)	Oil transportation	Kazakhstan	**90%**	90%
KazMorTransFlot LLP (further KMTF)	Oil transportation and construction	Kazakhstan	**100%**	100%
Cooperative KazMunayGas PKI U.A.	Refinery and marketing of oil products	Netherlands	**100%**	100%
Atyrau Refinery LLP (further Atyrau Refinery)	Refinery	Kazakhstan	**99.53%**	99.53%
Pavlodar oil chemistry refinery LLP (further Pavlodar refinery)	Refinery	Kazakhstan	**100%**	100%
KMG International N.V. (further KMGI)	Refinery and marketing of oil products	Netherlands	**100%**	100%
KMG Drilling&Services LLP	Drilling services	Kazakhstan	**100%**	100%

Business combinations and goodwill

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, measured at acquisition date fair value and the amount of any non-controlling interest in the acquiree. For each business combination, the acquirer measures the non-controlling interest in the acquiree either at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition costs incurred are expensed and included in general and administrative expenses.

When the Group acquires a business, it assesses the financial assets acquired and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.

Any contingent consideration to be transferred by the acquirer will be recognized at fair value at the acquisition date. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of IFRS 9 *Financial Instruments*, is measured at fair value with changes in fair value recognized in the statement of profit or loss in accordance with IFRS 9. If the contingent consideration is not within the scope of IFRS 9, it is measured at fair value through profit and loss. Contingent consideration that is classified as equity is not remeasured and its subsequent settlement is accounted for within equity.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Business combinations and goodwill (continued)

Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred and the amount recognized for non-controlling interests, and any previous interest held, over the net identifiable assets acquired and liabilities assumed. If the fair value of the net assets acquired is in excess of the aggregate consideration transferred, the Group re-assesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed and reviews the procedures used to measure the amounts to be recognized at the acquisition date. If the reassessment still results in an excess of the fair value of net assets acquired over the aggregate consideration transferred, then the gain is recognized in profit or loss.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash-generating units that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

Where goodwill forms part of a cash-generating unit and part of the operation within that unit is disposed of, the goodwill associated with the operation disposed of is included in the carrying amount of the operation when determining the gain or loss on disposal of the operation. Goodwill disposed in this circumstance is measured based on the relative values of the operation disposed of and the portion of the cash-generating unit retained.

Acquisition of subsidiaries from parties under common control

Acquisitions of subsidiaries from parties under common control are accounted for using the pooling of interest method.

The assets and liabilities of the subsidiary transferred under common control are recorded in the consolidated financial statements at the carrying amounts of the transferring entity (the Predecessor) at the date of the transfer. Related goodwill, if any, inherent in the Predecessor's original acquisition is also recorded in the consolidated financial statements. Any difference between the total book value of net assets, including the Predecessor's goodwill, and the consideration paid is accounted for in the consolidated financial statements as an adjustment to equity.

The consolidated financial statements, including corresponding figures, are presented as if the subsidiary had been acquired by the Group on the date it was originally acquired by the Predecessor.

Acquisition of joint ventures and associates from parties under common control

Acquisition of joint ventures and associates from parties under common control are accounted for using the pooling of interest method.

The Group's share in the assets and liabilities of the joint ventures and associates transferred under common control is recorded in the consolidated financial statements at the carrying amounts of the transferring entity (the Predecessor) at the date of the transfer. Any difference between the Group's share in the total book value of net assets, and the consideration paid is accounted for in the consolidated financial statements as an adjustment to equity.

Investments in associates and joint ventures

The considerations made in determining significant influence or joint control are similar to those necessary to determine control over subsidiaries. The Group's investments in its joint venture and associates are accounted for using the equity method.

The consolidated statement of comprehensive income reflects the Group's share of the results of operations of the joint venture or associate. Any change in other comprehensive income of those investees is presented as part of the Group's other comprehensive income. In addition, when there has been a change recognized directly in the equity of the joint venture or associate, the Group recognizes its share of any changes, when applicable, in the consolidated statement of changes in equity. Unrealized gains and losses resulting from transactions between the Group and the joint venture or associate are eliminated to the extent of the interest in the joint venture or associate.

The aggregate of the Group's share in profit or loss of a joint venture and an associate is shown on the face of the consolidated statement of comprehensive income and represents profit or loss after tax and non-controlling interest in the subsidiaries of the joint venture or associate. The financial statements of the joint venture or associate are prepared for the same reporting period as the Group. When necessary, adjustments are made to bring their accounting policies in line with those of the Group.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Investments in associates and joint ventures (continued)

After application of the equity method, the Group determines whether it is necessary to recognize an impairment loss on its investment in its joint venture or associate. At each reporting date, the Group determines whether there is objective evidence that the investment in the joint venture or associate is impaired. If there is such evidence, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate or joint venture and its carrying value, and then recognizes the loss under the item “Share in profit of joint ventures and associates, net” in the consolidated statement of comprehensive income.

Upon loss of joint control over the joint venture or significant influence over the associate, the Group measures and recognizes any retained investment at its fair value. Any difference between the carrying amount of the joint venture or associate upon loss of joint control or significant influence and the fair value of the retained investment and proceeds from disposal is recognized in profit or loss.

Oil and natural gas exploration, evaluation and development expenditure

Costs incurred before obtaining subsoil use rights (licenses)

Costs incurred before obtaining full subsoil use rights (licenses) are expensed in the period in which they are incurred, except when costs are incurred after signing preliminary agreements with the Government of RK, in such cases costs incurred after this date are capitalized in exploration and evaluation assets.

Subsoil use rights and property acquisition costs

Exploration and production subsoil use rights and related property acquisition costs are capitalized within exploration and evaluation assets and subclassified as intangible. Each property under exploration and appraisal is reviewed on an annual basis to confirm that drilling activity is planned and it is not impaired. If no future activity is planned, the carrying amount of the exploration subsoil use right and related property acquisition costs is written off. Upon determination of economically recoverable reserves (‘proved reserves’ or ‘commercial reserves’) and internal approval of development, the carrying amount of the subsoil use right and related property acquisition costs held on a field-by-field basis is aggregated with exploration and evaluation assets and transferred to oil and gas assets or intangible assets.

Exploration and evaluation costs

Once the legal right to explore has been acquired, geological and geophysical exploration costs and costs directly associated with exploration and appraisal wells, including unsuccessful development or delineation wells are capitalized as exploration and evaluation intangible or tangible assets, according to the nature of the costs, until the drilling of the well is complete and the results have been evaluated. These costs include employee remuneration, materials and fuel used, rig costs and payments made to contractors. If no expected reserves are found, the exploration and evaluation asset is tested for impairment. If extractable hydrocarbons are found and, subject to further appraisal activity, which may include the drilling of further wells, are likely to be developed commercially; the costs continue to be carried as an asset while sufficient/continued progress is made in assessing the commerciality of the hydrocarbon reserves.

All such carried costs are subject to technical, commercial and management review as well as review for impairment at least once a year to confirm the continued intent to develop or otherwise extract value from the discovery.

When proved reserves of hydrocarbons are determined and development is sanctioned, the relevant expenditure is transferred to oil and gas assets after impairment is assessed and impairment loss recognized, if any.

When this is no longer the case, and the Group decides to relinquish the contract territory to the Government and terminate the subsoil use contracts, the assets are written off.

Development costs

Expenditures on the construction, installation or completion of infrastructure facilities such as platforms, pipelines and the drilling of development wells, are capitalized within oil and gas assets.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Oil and gas assets and other property, plant and equipment

Oil and gas assets and other property, plant and equipment are stated at cost less accumulated depreciation, depletion and impairment.

The initial cost of an asset comprises its purchase price or construction cost, borrowing cost for long-term construction or development project, if recognition criteria is met, any costs directly attributable to bringing the asset into operation and the initial estimate of decommissioning obligation, if there is any. The purchase price or construction cost is the aggregate amount paid and the fair value of any other consideration given to acquire the asset.

Oil and gas assets are depreciated using a unit-of-production method, whereas tangible assets are depreciated over proved developed reserves and intangible assets − over proved reserves. Certain oil and gas assets with useful lives less than the remaining life of the fields or term of the subsoil use contracts are depreciated on a straight-line basis over useful lives.

Property, plant and equipment other than oil and gas assets and land principally comprise buildings, machinery and equipment, vehicles and others that are depreciated on a straight-line basis over the expected remaining useful average lives as follows:

Refinery assets	4-100 years
Pipelines	2-30 years
Buildings and improvements	2-100 years
Machinery and equipment	2-30 years
Vehicles	3-35 years
Other	2-20 years
Land	Not depreciated

The expected useful lives of property, plant and equipment are reviewed on an annual basis and, if necessary, changes in useful lives are accounted for prospectively.

The carrying value of property, plant and equipment is reviewed for impairment whenever events or changes in circumstances indicate the carrying value may not be recoverable.

An item of property, plant and equipment, inclusive of production wells which stop producing commercial quantities of hydrocarbons and are scheduled for abandonment, is derecognized upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the item) is included in the profit or loss in the period the item is derecognized.

Intangible assets

Intangible assets are stated at cost, less accumulated amortization and accumulated impairment losses. Intangible assets include expenditure on acquiring subsoil use rights for oil and natural gas exploration, evaluation and development, computer software and goodwill. Intangible assets acquired separately from a business are carried initially at cost. The initial cost is the aggregate amount paid and the fair value of any other consideration given to acquire the asset.

Intangible assets, except for goodwill and subsoil use rights, are amortized on a straight-line basis over the expected remaining useful life. The expected useful lives of the assets are reviewed on an annual basis and, if necessary, changes in useful lives are accounted for prospectively. Computer software costs have an estimated useful life of 3 to 7 years.

The carrying value of intangible assets is reviewed for impairment whenever events or changes in circumstances indicate the carrying value may not be recoverable. Goodwill is tested for impairment annually (as at December 31) and when circumstances indicate that the carrying value may be impaired.

Impairment is determined for goodwill by assessing the recoverable amount of each cash-generating unit (or group of cash-generating units) to which the goodwill relates. Where the recoverable amount of the cash generating unit is less than their carrying amount an impairment loss is recognized. Impairment losses relating to goodwill cannot be reversed in future periods.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Impairment of exploration and evaluation assets

Exploration and evaluation assets are tested for impairment when reclassified to oil and gas development tangible and intangible assets or whenever facts and circumstances indicate impairment.

One or more of the following facts and circumstances indicate that the Group should test exploration and evaluation assets for impairment (the list is not exhaustive):

- The period for which the Group entity has the right to explore and appraise in the specific area has expired during the period or will expire in the near future, and is not expected to be renewed;
- Substantive expenditure on the further exploration for and evaluation of hydrocarbon resources in the specific area is neither budgeted nor planned;
- Exploration for and evaluation of hydrocarbon resources in the specific area have not led to the discovery of commercially viable quantities of hydrocarbon resources and the Group entity has decided to discontinue such activities in the specific area;
- Sufficient data exist to indicate that, although a development in the specific area is likely to proceed, the carrying amount of the exploration and evaluation asset is unlikely to be recovered in full from successful development or by sale.

Asset retirement obligation (decommissioning)

Provision for decommissioning is recognized in full, on a discounted cash flow basis, when the Group has an obligation to dismantle and remove a facility or an item of plant, property and equipment and to restore the site on which it is located, and when a reasonable estimate of that provision can be made. The amount recognized is the present value of the estimated future expenditure determined in accordance with local conditions and requirements. A corresponding item of property, plant and equipment of an amount equivalent to the provision is also created. This asset is subsequently depreciated as part of the capital costs of the production and transportation facilities based on the appropriate depreciation method.

Changes in the measurement of an existing decommissioning provision that result from changes in the estimated timing or amount of the outflow of resources embodying economic benefits required to settle the obligation, or change in the discount rate, is accounted for so that:

(a) Changes in the provision are added to, or deducted from, the cost of the related asset in the current period;

(b) The amount deducted from the cost of the asset shall not exceed its carrying amount. If a decrease in the provision exceeds the carrying amount of the asset, the excess is recognized immediately in the consolidated statement of comprehensive income; and

(c) If the adjustment results in an addition to the cost of an asset, the Group considers whether this is an indication that the new carrying amount of the asset may not be fully recoverable. If it is such an indication, the Group tests the asset for impairment by estimating its recoverable amount, and accounts for any impairment loss, in accordance with IAS 36.

Financial assets

Initial recognition and measurement

Financial assets are classified, at initial recognition, as subsequently measured at amortized cost, fair value through other comprehensive income, and fair value through profit or loss. The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient, the Group initially measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient are measured at the transaction price determined under IFRS 15.

In order for a debt financial asset to be classified and measured at amortized cost or fair value through other comprehensive income, it needs to give rise to cash flows that are 'solely payments of principal and interest (SPPI)' on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level. The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both. Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognized on the trade date, i.e., the date that the Group commits to purchase or sell the asset.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Financial assets (continued)

Subsequent measurement

For purposes of subsequent measurement, financial assets are classified in two categories:

- Financial assets at amortized cost (debt instruments);
- Financial assets at fair value through profit or loss.

The Group does not have financial assets at fair value through other comprehensive income.

Derecognition

A financial asset is primarily derecognized (removed from the consolidated statement of financial position) when:

- The rights to receive cash flows from the asset have expired; or
- The Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

Impairment of financial assets

The Group recognizes an allowance for expected credit losses (ECL) for all debt instruments not held at fair value through profit or loss. ECL are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECL are recognized in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECL are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

For trade and other receivables, the Group applies a simplified approach in calculating ECL. Therefore, the Group does not track changes in credit risk, but instead recognizes a loss allowance based on lifetime ECL at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

The Group considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Leases

The Group assesses at contract inception whether a contract is, or contains a lease. That is if the contract conveys the right to control the use of an identified asset for a period in exchange for consideration.

The Group as a lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

The Group as a lessee (continued)

Right-of-use assets

The Group recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognized, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

If the ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The right-of-use assets are also subject to impairment.

Lease liabilities

At the commencement date of the lease, the Group recognizes lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating a lease if the lease term reflects the Group exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognized as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs. In calculating the present value of lease payments, the Group uses the incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities are increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities are remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset. The Group’s lease liabilities are included in Finance lease liabilities.

Inventories

Inventories are stated at the lower of cost and net realizable value on a first-in first-out (FIFO) basis. Cost includes all costs incurred in the normal course of business in bringing each product to its present location and condition. The cost of crude oil and refined products is the cost of production, including the appropriate proportion of depreciation, depletion and amortization and overheads based on normal capacity. Net realizable value of crude oil and refined products is based on estimated selling price in the ordinary course of business less any costs expected to be incurred to complete the sale.

Cash and cash equivalents

Cash and cash equivalents include cash on hand, funds held in demand deposits, repurchase and reverse repurchase agreements (“reverse repo”) and other short-term highly liquid investments with original maturities of three months or less.

Financial assets

Notes of the National Bank of the Republic of Kazakhstan with a maturity of up to three months are recognized as financial assets measured at amortized cost, as these investments form part of the Group’s investment activities.

Financial liabilities

Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans borrowings and payables, or as derivatives financial instruments.

All financial liabilities are recognized initially at fair value and in the case of loans and borrowings, plus directly attributable transaction costs.

The Group’s financial liabilities include trade and other payables, loans and borrowings and derivative financial instruments.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Financial liabilities (continued)

Initial recognition and measurement (continued)

Trade and other payables

Trade payables are recognized initially at fair value and subsequently measured at amortized cost using the effective interest method.

Loans and borrowings

After initial recognition, interest bearing loans and borrowings are subsequently measured at amortized cost using the effective interest rate method. Gains and losses are recognized in the consolidated statement of comprehensive income when the liabilities are derecognized as well as through the effective interest rate amortization process.

Amortized cost is calculated by taking into account any discount or premium on acquisition and fee or costs that are an integral part of the effective interest rate. The effective interest rate amortization is included in finance costs.

The Group does not have financial liabilities at fair value through profit or loss.

Financial guarantee contracts

Financial guarantee contracts issued by the Group are those contracts that require a payment to be made to reimburse the holder for a loss it incurs because the specified debtor fails to make a payment when due in accordance with the terms of a debt instrument. Financial guarantee contracts are recognized initially as a liability at fair value, adjusted for transaction costs that are directly attributable to the issuance of the guarantee. Subsequently, the liability is measured at the higher of the expected credit losses allowance calculated under IFRS 9 and the amount recognized less cumulative amortization, if any.

Net investment hedges

When a derivative instrument or a non-derivative financial liability is designated as the hedging instrument in a hedge of a net investment in a foreign operation, the effective portion of changes in the fair value of a derivative or a foreign exchange gains and losses for a non-derivative is recognized in OCI and presented in the translation reserve within equity. Any ineffective portion of the changes in the fair value of the derivative or foreign exchange gains and losses on the non-derivatives is recognized immediately in profit or loss. The amount recognized in OCI is fully or partially reclassified to profit or loss as a reclassification adjustment on disposal or partial disposal of the foreign operation, respectively.

There is an economic relationship between the hedged item and the hedging instrument as the net investment creates a translation risk that will match the foreign exchange risk on the US Dollars borrowings. The Group has established a hedge ratio of 1:1 as the underlying risk of the hedging instrument is identical to the hedged risk component. The hedge ineffectiveness will arise when the amount of the investment in the foreign subsidiary becomes lower than the amount of the fixed rate borrowings. As at December 31, 2025 and 2024, there was no ineffective portion of the hedge.

Provisions

Provisions are recognized when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. When the Group expects a provision to be reimbursed, for example under an insurance contract, the reimbursement is recognized as a separate asset, but only when the reimbursement is virtually certain.

If the effect of the time value of money is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability. Where discounting is used, the increase in the provision due to the passage of time is recognized as a finance cost.

Provision for obligations to the Government

The Government assigns various sponsorship and financing obligations to the Group. Management of the Group believes that such Government’s assignments represent constructive obligations of the Group and require recognition on the basis of respective resolution of the Government. Furthermore, as the Government is acting as the ultimate controlling party of the Group, the expenditures on these assignments are recognized as other distributions to the Shareholders directly in the equity, in the consolidated financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Employee benefits

Pension scheme

Payments to defined contribution retirement benefit plans are charged as an expense as they fall due. Payments made to state − managed retirement benefit schemes are dealt with as defined contribution plans where the Group’s obligations under the scheme are equivalent to those arising in a defined contribution retirement benefit plan.

Long-term employee benefits

The Group provides long-term employee benefits to employees before, on and after retirement, in accordance with the collective agreements between the Group entities and their employees. The collective agreement provides for certain one-off retirement payments, financial aid for employees’ disability, anniversaries, funeral and other benefits. The entitlement to benefits is usually conditional on the employee remaining in service up to retirement age.

The expected costs of the benefits associated with one-off retirement payments are accrued over the period of employment using the same accounting methodology as used for defined benefit post-employment plans with defined payments upon the end of employment. Actuarial gains and losses arising in the year are taken to other comprehensive income. For this purpose, actuarial gains and losses comprise both the effects of changes in actuarial assumptions and experience adjustments arising because of differences between the previous actuarial assumptions and what has actually occurred. Other movements are recognized in the current period, including current service cost, any past service cost and the effect of any curtailments or settlements.

The most significant assumptions used in accounting for defined benefit obligations are discount rate and mortality assumptions. The discount rate is used to determine the net present value of future liabilities and each year the unwinding of the discount on those liabilities is charged to the consolidated statement of comprehensive income as finance costs. The mortality assumption is used to project the future stream of benefit payments, which is then discounted to arrive at a net present value of liabilities.

Employee benefits other than one-off retirement payments are considered as other long-term employee benefits. The expected cost of these benefits is accrued over the period of employment using the same accounting methodology as used for the defined benefit plan. Actuarial gains and losses on other long-term employee benefits are recognized in the profit or loss. These obligations are valued by independent qualified actuaries on an annual basis.

Revenue recognition

Revenues are recognized when (or as) the Group satisfies a performance obligation by transferring a promised good or service (i.e. an asset) to a customer. An asset is transferred when (or as) the customer obtains control of that asset, which usually occurs when the title is passed, provided that the contract price is fixed or determinable and collectability of the receivable is reasonably assured. Specifically, domestic sales of crude oil and gas, as well as petroleum products and materials are usually recognized when title passes. For export sales, title generally passes at the border of the RK. Revenue is measured at the fair value of the consideration received or receivable taking into account the amount of any trade discounts, volume rebates and reimbursable taxes.

Sales of support services are recognized as services are performed provided that the service price can be determined and no significant uncertainties regarding the receipt of revenues exist.

The Group mainly recognizes revenue for the following types:

Revenue from sale of crude oil and oil products

Revenue from the sale of oil and oil products is recognized when control of the goods is transferred to the customer and is measured at an amount that reflects the consideration to which the Group expects to be entitled in exchange for such goods or services.

Revenue from transportation services

Revenue from transportation services is recognized based on the actual volumes of oil transported in the reporting period. Revenue from transportation services is recognized upon completion of transportation, since at that point the Buyer receives and consumes the benefits of the service provided. Accordingly, the Group recognizes revenue at a point in time.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Revenue recognition (continued)

Revenue from oil and oil products refinery services

Revenue from oil and oil products refinery services is recognized if it is probable that the economic benefits will flow to the Group and if the revenue can be measured reliably, regardless of the timing of payment. Revenue from refinery services is recognized based on the actual volumes of oil refined in the reporting period. Revenue from oil and oil products refinery services is recognized upon completion of the refining process, since at that point the Buyer receives and consumes the benefits of the service provided. Accordingly, the Group recognizes revenue at a point in time.

Contract liabilities

A contract liability is the obligation to transfer goods or services to a customer for which the Group has received consideration from the customer. If the consideration was received from the customer before the Group transfers goods or services to the customer, a contract liability is recognized when the payment is made or the payment is due, whichever is earlier. Contract liabilities are recognized as revenue when the Group performs under the contract.

Interest income and expense

For all financial instruments measured at amortized cost, and interest income and interest expense are recorded using the effective interest rate. Effective interest rate is the rate that exactly discounts the estimated future cash payments or receipts over the expected life of the financial instrument or a shorter period, where appropriate, to the net carrying amount of the financial asset or liability. Interest income is included in finance income and interest expense is included in finance costs in the consolidated statement of comprehensive income.

Income taxes

Income tax for the year comprises current income tax, alternative mineral extraction tax and deferred tax. Current income tax assets and liabilities for the current and prior periods are measured at the amount expected to be recovered from or paid to the taxation authority. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted by the reporting date. Current income tax (CIT) relating to items recognized directly in equity is recognized in equity and not in the consolidated statement of comprehensive income.

Alternative mineral extraction tax (AMET) is treated as an income tax and forms part of income tax expense. In accordance with the applicable tax legislation, the Group accrues and pays AMET at set rates in respect of each subsoil use contract.

Deferred tax is calculated with respect to both CIT and AMET is provided using the liability method on temporary differences at the reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Pillar II

International Tax Reform – Pillar II Model Rules – Amendments to IAS (IAS) 12 Income Taxes

Consolidated revenue of the Group exceeds the threshold set by the Global Minimum Tax (Pillar Two) rules and is therefore subject to these rules. As of December 31, 2025, the application of Pillar Two rules does not have a significant impact on consolidated financial statements of the Group.

Equity

Non-controlling interest

Non-controlling interests are initially recognized in proportion to identifiable net assets at the acquisition date.

Non-controlling interests are presented in the consolidated statement of financial position within equity, separately from the equity of the Company’s owners. Total comprehensive income is attributed to the Company’s owners and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance.

Dividends

Dividends are recognized as a liability and deducted from equity at the reporting date only if they are declared before or on the reporting date. Dividends are disclosed when they are declared before the reporting date or after the reporting date but before the consolidated financial statements are authorized for issue.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

4. SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS

The preparation of the Group's consolidated financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities and the disclosure of contingent liabilities and assets, at the reporting date. However, uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the asset or liability affected in future periods.

Impairment testing assumptions

The Group assessed the existence of impairment indicators of non-current assets and where impairment indicators were identified, the Group performed the impairment tests.

The Group's long-term assumptions for Brent oil prices, KZT/USD exchange rate and inflation projections have been revised and are based on externally sourced forecasts and rates of the independent research organizations considering long-tern market expectations. Production volumes estimates are based on proved developed and undeveloped reserves for subsidiaries, and on proved and probable reserves for significant investments in joint ventures and associates. Production period is either based on subsoil use contracts' expiration date or on extended license period, to which the Group has strong intention to extend its licenses. Estimated production volumes are based on the Group's production plans that are mostly used for the purposes of application filing for extension of subsoil use contracts.

Discount rates were estimated on the weighted average cost of capital of the individual cash generating unit and ranged between 10.90%-16.80% (2024: ranges between 11.22-16.42%) depending on the functional currency, production period, equity risk premium, beta and gearing ratio of the relevant CGU.

The long-term price assumptions applied were derived from Bloomberg consensus; so did the near-term commodity price assumptions, a summary of which, in real 2025 terms, is provided below:

	2026	2027	2028	2029	2030
Brent oil (ICE Brent $/bbl)	61.00	64.00	69.24	69.50	71.03

For 2025 in *"Exploration and production of oil and gas"* segment net impairment charges were 26,026 million tenge (2024: 57,100 million tenge), which mainly relate to the impairment of a seawater desalination plant and supply infrastructure in Zhanaozen city in the amount of 24,145 million tenge (2024: 57,193 million) *(Note 13)*.

For 2025 in "*Corporate*" segment net impairment charges were 19,084 million tenge (2024: 40,678 million tenge), which mainly relate the exploration and evaluation assets of Turgai Paleozoi project in the amount of 18,785 million tenge (2024: Abai project for 17,703 million tenge)*(Note 13)*.

Headroom of the majority of oil and refining assets are sensitive to changes in price or other assumptions. The changes within next financial periods may result in recoverable amount of these assets above or below the current carrying amounts and therefore there is a risk of impairment reversals or charges in those periods.

Oil and gas reserves

Oil and gas reserves are a material factor in the Group's computation of depreciation, depletion and amortization expenses. The Group estimates its oil and gas reserves in accordance with the methodology of the Society of Petroleum Engineers (SPE). In estimating its reserves under SPE methodology, the Group uses long-term planning prices. Using planning prices for estimating proved reserves removes the impact of the volatility inherent in using year-end spot prices. Management believes that long-term planning price assumptions, which are also used by management for their business planning and investment decisions are more consistent with the long-term nature of the upstream business and provide the most appropriate basis for estimating oil and gas reserves.

All reserve estimates involve some degree of uncertainty. The uncertainty depends mainly on the amount of reliable geological and engineering data available at the time of the estimate and the interpretation of this data.

The relative degree of uncertainty can be conveyed by placing reserves into one of two principal classifications, either proved or unproved. Proved reserves are more certain to be recovered than unproved reserves and may be further sub-classified as developed and undeveloped to denote progressively increasing uncertainty in their recoverability.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

4. SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS (continued)

Oil and gas reserves (continued)

Estimates are reviewed and revised annually. Revisions occur due to the evaluation or re-evaluation of already available geological, reservoir or production data, availability of new data, or changes to underlying price assumptions. Reserve estimates may also be revised due to improved recovery projects, changes in production capacity or changes in development strategy. Proved developed reserves are used to calculate the unit of production rates for depreciation, depletion and amortization in relation to oil and gas production assets. The Group has included in proved reserves only those quantities that are expected to be produced during the initial subsoil use contract period. This is due to the uncertainties surrounding the outcome of such renewal procedures, since the renewal is ultimately at the discretion of the Government. An increase in the Group's subsoil use contract periods and corresponding increase in reported reserves would generally lead to lower depreciation, depletion and amortization expense and could materially affect earnings. A reduction in proved developed reserves will increase depreciation, depletion and amortization expense (assuming constant production), reduce income and could also result in an immediate write-down of the property's book value. Given the relatively small number of producing fields, it is possible that any changes in reserve estimates year on year could significantly affect prospective charges for depreciation, depletion and amortization.

Impairment test results are presented further in this note.

Recoverability of oil and gas assets, downstream, refining and other assets

The Group assesses assets or CGU for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. Where an indicator of impairment exists, a formal estimate of the recoverable amount is made, which is considered to be the higher of the fair value less costs to sell and value in use. These assessments require the use of estimates and assumptions such as long-term oil prices, discount rates, future capital requirements, operating performance (including production and sales volumes) that are subject to risk and uncertainty. Where the carrying amount of an asset or CGU exceeds its recoverable amount, the asset/CGU is considered to be impaired and is written down to its recoverable amount. In assessing recoverable values, the estimated future cash flows are adjusted for the risks specific to the asset group and are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. Fair value less costs to sell is identified as the price that would be received to sell the asset in an orderly transaction between market participants and does not reflect the effects of factors that may be specific to the entity and not applicable to entities in general.

KMGI CGU, including goodwill

As at December 31, 2025 and 2024, the Group performed impairment tests for goodwill and downstream, refining and other assets at the CGUs of KMGI: CGU Refining, CGU Petrochemicals and CGU Downstream.

The recoverable amount of KMGI CGU Refining was determined based on fair value less costs of disposal (FVLCD), which was calculated using the discounted cash flow method. The discounted cash flows were based on approved Business Plan covering 2026 – 2030. The key assumptions used in the FVLCD calculations for the CGU were operating profit, discount rates and growth rate used to extrapolate cash flows beyond the budgeted period. The impact of the revenue tax over the forecast period was considered in the analysis: the 5-year business plan cash-flows were adjusted considering the current fiscal environment. The discount rate applied in 2025 to cash flow projections was 11.64% (2024: 11.20%) and cash flows beyond the 5-year period were extrapolated using growth rate in the range from 0.065% to 0.344% (2024: negative growth rate of 0.65%).

As at December 31, 2025 and 2024, the recoverable amount of KMGI CGU exceeded its book value, as such no impairment was recognized.

Sensitivity to changes in assumptions

The financial model of the CGU Refining is sensitive to changes in the assumed factors, in particular sales volumes, cracks margin, discount rate and perpetuity growth rates.

Significant assumption	Change in assumption +/-% to the level used in test	Effect on recoverable amount Increase/(decrease)
Volumes	+/(-1.0%)	25,700 million tenge/ (25,870 million tenge)
Cracks margin	+/(-1.0%)	26,102 million tenge/ (26,209 million tenge)
Discount rate	+/(-0.5%)	(22,361 million tenge)/ 25,609 million tenge
Perpetuity growth rate	+/(-0.4%)	12,145 million tenge/ (11,343 million tenge)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

4. SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS (continued)

Recoverability of oil and gas assets, downstream, refining and other assets (continued)

KMGI CGU, including goodwill (continued)

The financial model of the CGU Downstream is sensitive to changes in the assumed factors, in particular gross margin, discount rate and perpetuity growth rates.

Significant assumption	Change in assumption +/-% to the level used in test	Effect on recoverable amount Increase/(decrease)
Gross margin	+/(-2%)	25,095 million tenge/ (25,095 million tenge)
Discount rate	+/(-0.5%)	(8,365 million tenge)/ 9,181 million tenge
Perpetuity growth rate	+/(-0.5%)	6,325 million tenge/ (7,141 million tenge)

OMG CGU

As at December 31, 2025, the Group performed an annual impairment tests of OMG CGU. The recoverable amount of OMG CGU was determined based on the value in use calculated by the Group management using the discounted cash flow method. The discounted cash flows were based on approved Business Plan covering 2026 – 2030 and forecast data up to 2050 based on a reasonable expectation of license renewal. Key assumptions include crude oil price dynamics, production volumes, operating expenses and discount rates. Projected cash flows are based on an estimate of recoverable proved and probable oil reserves prepared by an independent appraiser. The discount rate applied to the cash flow projections in 2025 was 16.4%.

As at December 31, 2025, the recoverable amount of OMG CGU exceeded its book value, as such no impairment was recognized.

Sensitivity to changes in assumptions

The OMG CGU financial model is sensitive to changes in significant assumptions, in particular, the crude oil sales prices, export and domestic sales volumes, the estimate of proved and probable reserves, and the discount rate.

Significant assumption	Change in assumption +/-% to the level used in the test	Effect on recoverable amount Increase/(decrease)
Brent crude oil price	+/(-3%)	81,824 million tenge/ (81,824 million tenge)
The selling price of crude oil on the domestic market	+/(-3%)	89,882 million tenge/ (89,882 million tenge)
Export sales volumes	+/(-3%)	54,688 million tenge/ (54,688 million tenge)
Domestic sales volumes	+/(-3%)	85,387 million tenge/ 85,387 million tenge
Estimation of proven and probable oil reserves (2P)	+/(-3%) change in reserve estimate (2P) due to geological reinterpretation	140,072 million tenge/ 140,072 million tenge
Discount rate	+ 100 basis points (17.4%)/ - 100 basis points (15.4%)	(73,529 million tenge)/ 82,350 million tenge

Pavlodar refinery, including goodwill

As of December 31, 2025, and 2024, the Group has goodwill of 88,553 million tenge related to acquisition of Pavlodar refinery *(Note 17)*. In December 2025 and 2024 the Group performed annual impairment test for the Pavlodar refinery goodwill. In assessing the recoverable amount, the fair value less the cost of sale was calculated, determined using a marketing scheme. The Group considered the forecast for oil tolling volumes, oil tolling tariffs, capital expenditures, among other factors, when reviewing for indicators of impairment. The recoverable amount is calculated using a discounted cash flow model. In 2025, the discount rate of 14.18% (2024: 14.12%) was calculated based on the pre-tax weighted average cost of capital. The inherent risk was included by applying an individual beta factor. The beta factor was estimated based on the publicly available market data. Forecasted cash flows till to 2035 were based on five-years business plan of Pavlodar refinery 2026-2030 years (2024: 2025-2029 years), which assumes current management estimates on potential changes in operating and capital costs. As at December 31, 2025 and 2024, the recoverable amount of goodwill, which was determined based on fair value less cost to sell, exceeded its book value, as such no impairment of Pavlodar refinery goodwill was recognized.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

4. SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS (continued)

Recoverability of oil and gas assets, downstream, refining and other assets (continued)

Pavlodar refinery, including goodwill (continued)

Sensitivity to changes in assumptions

Results of the assessment of recoverable amount of Pavlodar refinery goodwill are sensitive to changes in key assumptions, in particular, assumptions related to changes in discount rate and target EBITDA in terminal period. Increase in discount rates by 1.0% to 15.18% (2024: 1.0% to 15.12%) and decrease of target EBITDA in terminal period by 1% would not result decrease of the recoverable amount of CGU Pavlodar refinery to its carrying value.

Other CGUs

Revision to the Group's commodity price and other assumptions have not resulted in impairment charges in any other CGUs.

Assets retirement obligations

Oil and gas production facilities

Under the terms of certain subsoil use contracts, legislation and regulations the Group has legal obligations to dismantle and remove tangible assets and restore the land at each production site. Specifically, the Group's obligation relates to the ongoing closure of all non-producing wells and final closure activities such as removal of pipes, buildings and recultivation of the contract territories, and also obligations to dismantle and remove tangible assets and restore territory at each production site. Since the subsoil use contract terms cannot be extended at the discretion of the Group, the settlement date of the final closure obligations has been assumed to be the end of each subsoil use contract period. The extent of the Group's obligations to finance the abandonment of wells and for final closure costs depends on the terms of the respective subsoil use contracts and current legislation.

Where neither subsoil use contracts nor legislation include an unambiguous obligation to undertake or finance such final abandonment and closure costs at the end of the subsoil use contract term, no liability has been recognized. There is some uncertainty and significant judgment involved in making such a determination. Management's assessment of the presence or absence of such obligations could change with shifts in policies and practices of the Government or in the local industry practice.

The Group calculates asset retirement obligations separately for each contract. The amount of the obligation is the present value of the estimated expenditures expected to be required to settle the obligation adjusted for expected inflation and discounted using average long-term risk-free interest rates for emerging market sovereign debt adjusted for risks specific to the Kazakhstan market.

At each reporting date the Group reviews site restoration provisions, and adjusts them to reflect the current best estimate in accordance with IFRIC 1 *Changes in Existing Decommissioning, Restoration and Similar Liabilities*.

Estimating the future closure costs involves significant estimates and judgments by management. Most of these obligations are many years in the future and, in addition to ambiguities in the legal requirements, the Group's estimate can be affected by changes in asset removal technologies, costs and industry practice. The Group estimates future well abandonment cost using current year prices and the average long-term inflation rate.

The long-term inflation and discount rates used to determine the obligation of the Group entities at December 31, 2025 were in the range from 2.19% to 8.55% and from 5.8% to 14.9%, respectively (December 31, 2024: from 2.24% to 8.60% and from 6.85% to 12.15%, respectively). Long-term inflation assumptions were determined with reference to the expected timing of settlement of the decommissioning and liquidation obligation and the currency in which the related expenditures required to settle the obligation are expected to be incurred.

As at December 31, 2025 the carrying amounts of the Group's asset retirement obligations relating to decommissioning of oil and gas facilities were 142,314 million tenge (December 31, 2024: 142,009 million tenge) *(Note 28)*.

Major oil and gas pipelines

According to the Law of the RK *On Major Pipelines* which was made effective on July 4, 2012 KTO has legal obligation to decommission its major oil pipelines at the end of their operating life and to restore the land to its original condition. Asset retirement obligation is calculated based on estimate of the work to decommission and rehabilitate. As at December 31, 2025, the carrying values of the Group's asset retirement obligations relating to decommissioning of pipelines and land were 24,053 million tenge (December 31, 2024: 37,405 million tenge) *(Note 28)*.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

4. SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS (continued)

Assets retirement obligations (continued)

Environmental remediation obligations provision (continued)

In accordance with applicable environmental legislation, the Group has analyzed the changes and, accordingly, estimated the amount of potential liabilities related to the asset retirement and land recultivation. As at December 31, 2025, the carrying amount of the Group's assets retirement obligations were in total amount of 33,611 million tenge (31 December, 2024: 41,778 million tenge), which is equal to the present value of future cash outflows *(Notes 28 and 34)*.

The Group continues to monitor this matter and will adjust for new facts and circumstances, and any clarification provided by the State body in regards to the application of the Environmental Code of the RK.

The Group also makes judgments and estimates in establishing provisions for environmental remediation obligations. Environmental expenditures are capitalized or expensed depending upon their future economic benefit. Expenditures that relate to an existing condition caused by past operations and do not have a future economic benefit are expensed.

Liabilities are determined based on current information about costs and expected plans for remediation and are recorded on discounted basis. The Group's environmental remediation provision represents management best estimate based on an independent assessment of the anticipated expenditure necessary for the Group to remain in compliance with the current regulatory regime in Kazakhstan and Europe. The Group has classified this obligation as non-current except for the portion of costs, included in the annual budget for 2025. For environmental remediation provisions, actual costs can differ from estimates because of changes in laws and regulations, public expectations, discovery and analysis of site conditions and changes in clean-up technology. Movements in the provision for environmental remediation obligations are disclosed in *Note 28*.

Employee benefits

The cost of defined long-term employee benefits payable before, on and after retirement and the present value of the obligation are determined using actuarial valuations. An actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include the determination of the discount rate, future salary increases, mortality rates and future pension increases.

Due to the complexity of the valuation, the underlying assumptions and its long-term nature, a defined benefit obligation is highly sensitive to changes in these assumptions. All assumptions are reviewed at each reporting date.

Taxation

In assessing tax risks, management considers to be probable obligations the known areas of tax positions which the Group would not appeal or does not believe it could successfully appeal, if assessed by tax authorities. Such determinations inherently involve significant judgment and are subject to change as a result of changes in tax laws and regulations, amendments to the taxation terms of the Group's subsoil use contracts, the determination of expected outcomes from pending tax proceedings and current outcome of ongoing compliance audits by tax authorities. The provision for tax risks other than on income tax are disclosed under provisions for taxes in *Note 28*. Contingent liabilities for tax risks other than on income tax are disclosed in *Note 34*. Provisions and contingent liabilities related to income tax are included or disclosed as income tax liabilities or contingencies (see *Note 31* and *34*).

Useful lives of property, plant and equipment

The Group assesses the remaining useful lives of items of property, plant and equipment at least at each financial year-end and, if expectations differ from previous estimates, the changes are accounted for prospectively as a change in an accounting estimate in accordance with IAS 8 *Accounting Policies, Changes in Accounting Estimates and Errors*.

Fair value of financial instruments

Where the fair value of financial assets and financial liabilities recorded in the consolidated statement of financial position cannot be derived from active markets, they are determined using valuation techniques including the discounted cash flows model. The inputs to these models are taken from observable markets where possible, but where this is not feasible, a degree of judgment is required in establishing fair values. The judgments include considerations of inputs such as liquidity risk, credit risk and volatility. Changes in assumptions about these factors could affect the reported fair value of financial instruments presented in the consolidated financial statements. Further details are disclosed in *Note 33*.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

5. LOSS OF CONTROL

Polimer Production LLP (further - Polimer)

On March 17, 2025, the Company and Sibur Holding PJSC signed a purchase and sale agreement for a 60% share of Polimer, subsidiary of the Company. On April 4, 2025, Polimer was re-registrated. As a result, the Group lost control over Polimer and retained 40% interest.

The sale price of a 60% share in Polimer was 1,188 million tenge.

The investment retained in the former subsidiary is accounted as an investment in joint venture accounted for using the equity method and with initial fair value of 792 million tenge at the date of loss of control.

The Company and Sibur Holding PJSC have joint control over the Polimer where decisions about the relevant activities of Polimer require unanimous consent.

The net cash flows incurred by Polimer for the period from January 1, 2025 through the date of loss of control were as follows:

In millions of tenge	
Operating	(510)
Investing	(37)
Financing	356
Net decrease in cash and cash equivalents	**(191)**

At the date of loss of control net liabilities of Polimer were as follows:

In millions of tenge	
Assets	
Property, plant and equipment *(Note 15)*	**974**
Inventories	**769**
Other assets	**86**
Cash and cash equivalents	**25**
Total assets	**1,854**
Liabilities	
Trade accounts payable	**82**
Other current liabilities	**2,792**
Total liabilities	**2,874**
Net liabilities directly associated with the disposal group	**(1,020)**
Cash consideration received at the date of disposal of subsidiary	**1,188**
Fair value of 40% retained interest in a joint venture *	**792**
Gain from disposal of subsidiary	**3,000**

* *The Group recognized 40% investment in a joint venture for the corresponding share at a fair value of identifiable net assets of Polimer.*

The business of Polimer represented in the Group's Other segment.

Karaton Operating Ltd. (further Karaton)

On February 21, 2024, the Company and Tatneft PJSC signed a purchase and sale agreement for a 50% share of Karaton, subsidiary of the Company, holder of a contract for the production of hydrocarbons at Karaton subsoil blocks located in Atyrau region. As a result, on February 21, 2024, the Group lost control over Karaton.

The sale price of a 50% share in Karaton was 18.2 million US dollars (equivalent to 8,255 million tenge at the date of disposal of subsidiary).

On March 13, 2024, Tatneft PJSC made a payment of cash consideration in the amount of 18.2 million US dollars (equivalent to 8,188 million tenge at the date of payment).

The investment retained in the former subsidiary is accounted as an investment in joint venture accounted for using the equity method and with initial fair value of 8,255 million tenge at the date of loss of control.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

5. LOSS OF CONTROL (continued)

Karaton Operating Ltd. (further Karaton) (continued)

The Company and Tatneft PJSC have joint control over the Karaton where decisions about the relevant activities of Karaton require unanimous consent.

The net cash flows incurred by Karaton for the period from January 1, 2024 through the date of loss of control are as follows:

In millions of tenge	
Investing	(118)
Net decrease in cash and cash equivalents	**(118)**

At the date of loss of control net assets of Karaton were as follows:

In millions of tenge	
Assets	
Exploration and evaluation assets *(Note 16)*	291
Property, plant and equipment *(Note 15)*	28
Other assets	21
Cash and cash equivalents	178
Total assets	**518**
Liabilities	
Trade accounts payable	5
Other current liabilities	413
Total liabilities	**418**
Net assets directly associated with the disposal group	**100**
Cash consideration received at the date of disposal of subsidiary	8,255
Fair value of 50% retained interest in a joint venture *(Note 20)**	8,255
Gain from disposal of subsidiary	**16,410**

* *The Group recognized 50% investment in a joint venture for the corresponding share at a fair value of identifiable net assets of Karaton.*

The business of Karaton represented in the Group's *Exploration and production of oil and gas* segment.

6. REVENUE FROM CONTRACTS WITH CUSTOMERS

In millions of tenge	**2025**	2024
Type of goods and services		
Sales of crude oil and gas	**4,755,386**	4,695,223
Sales of refined products	**3,587,498**	2,697,812
Oil transportation services	**257,909**	240,728
Refining of oil and oil products	**247,740**	258,530
Other revenue	**522,955**	437,968
	9,371,488	8,330,261
Geographical markets		
UAE	**2,299,934**	1,850,402
Kazakhstan	**2,005,993**	1,602,854
Romania	**1,501,531**	1,198,203
Switzerland	**1,454,275**	1,852,928
The Netherlands	**676,440**	741,826
Other countries	**1,433,315**	1,084,048
	9,371,488	8,330,261
Timing of revenue recognition		
At a point in time	**9,091,871**	8,093,554
Over time	**279,617**	236,707
	9,371,488	8,330,261

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

6. REVENUE FROM CONTRACTS WITH CUSTOMERS (continued)

For the year ended December 31, 2025, major customers of the Group, BGN INT DMCC and VITOL S.A., for the sales of crude oil, gas and refined products comprise about 23% and 13%, respectively, of total revenues of the Group (for the year ended December 31, 2024, major customers of the Group, PETRACO ENERGIES DMCC and VITOL S.A., for the sales of crude oil, gas and refined products comprise about 20% and 18%, respectively, of total revenues of the Group).

7. SHARE IN PROFIT OF JOINT VENTURES AND ASSOCIATES, NET

In millions of tenge	**2025**	2024
Joint ventures		
Tengizchevroil LLP	**412,459**	303,480
KC Energy Group LLP *	**64,559**	27,288
Mangistau Investments B.V. Group (MMG)	**51,310**	35,726
Valsera Holdings B.V. Group (PKOP)	**20,990**	(177)
KazGerMunay LLP	**17,139**	25,336
Kazakhstan-China Pipeline LLP	**16,540**	20,844
Kazakhoil-Aktobe LLP	**3,367**	5,986
KazRosGas LLP	**3,020**	19,157
PETROSUN LLP *	**529**	26,238
Kazakhstan Petrochemical Industries Inc. LLP (KPI)	**(855)**	(5,210)
Teniz Service LLP	**(1,270)**	(1,742)
Ural Group Limited	**(5,213)**	(8,961)
Other	**6,020**	(2,185)
	588,595	445,780
Associates		
Caspian Pipeline Consortium	**182,947**	81,525
PetroKazakhstan Inc.	**2,680**	2,253
Other	**6,413**	1,672
	192,040	85,450
	780,635	531,230

* *KC Energy Group LLP was founded under conditions similar to the current activities of PETROSUN LLP with the same composition of participants and the same management mechanisms. The activities of PETROSUN LLP were transferred to KC Energy Group LLP. PETROSUN LLP is on the process of liquidation.*

8. COST OF PURCHASED OIL, GAS, PETROLEUM PRODUCTS AND OTHER MATERIALS

In millions of tenge	**2025**	2024
Purchased oil for resale	**3,604,276**	3,380,238
Cost of oil for refining	**667,485**	338,490
Materials and supplies	**535,495**	552,810
Purchased petroleum products for resale	**232,261**	75,473
	5,039,517	4,347,011

9. PRODUCTION EXPENSES

In millions of tenge	**2025**	2024
Payroll	**657,761**	606,560
Repair and maintenance	**301,355**	272,584
Energy	**171,745**	125,666
Transportation costs	**144,711**	156,399
Tanker chartering	**62,363**	86,608
Change in finished goods and work-in-progress	**24,204**	(12,197)
Social contributions	**21,838**	17,900
Realized loss/(gain) from derivatives on petroleum products	**19,060**	(19,502)
Environmental protection	**18,606**	15,015
Security expenses	**18,079**	16,016
Short-term lease expenses	**7,373**	5,769
(Recovery)/write-off of inventories to net realizable value	**(4,554)**	1,485
Others	**146,066**	126,301
	1,588,607	1,398,604

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

10. TAXES OTHER THAN INCOME TAX

In millions of tenge	**2025**	2024
Excise	**168,337**	120,114
Export customs duty	**113,444**	124,941
Rent tax on crude oil export	**112,730**	139,656
Mineral extraction tax	**73,836**	99,446
Social tax	**60,699**	50,921
Property tax	**34,648**	33,345
Turnover tax	**17,142**	14,472
Other taxes	**12,092**	10,089
	592,928	592,984

11. TRANSPORTATION AND SELLING EXPENSES

In millions of tenge	**2025**	2024
Transportation	**228,786**	200,844
Payroll	**25,845**	21,552
Third party services	**16,780**	12,731
Maintenance	**11,557**	8,646
Other	**36,120**	24,051
	319,088	267,824

12. GENERAL AND ADMINISTRATIVE EXPENSES

In millions of tenge	**2025**	2024
Payroll	**92,503**	93,824
Trust management expenses	**19,157**	53,276
Consulting services	**17,371**	16,531
Social payments	**11,313**	6,825
Maintenance	**8,559**	8,926
VAT non-recoverable	**4,920**	1,237
Impairment of VAT receivable	**3,458**	7,063
Communication	**880**	2,218
Other	**60,463**	64,248
	218,624	254,148

For 2025, the total payroll amounted to 776,109 million tenge (2024: 721,936 million tenge) and was included in production expenses, transportation and selling expenses and general and administrative expenses in the consolidated statement of comprehensive income.

For 2025, the Group recognized remuneration to JSC NC QazaqGaz, a subsidiary of Samruk-Kazyna, for the services of trust management of a 50% interest in KazRosGaz LLP, a joint venture, in the amount of 19,157 million tenge as trust management expenses in these consolidated financial statements (2024: 53,276 million tenge).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

13. IMPAIRMENT OF PROPERTY, PLANT AND EQUIPMENT, INTANGIBLE ASSETS AND EXPLORATION EXPENSES

In millions of tenge	**2025**	2024
Impairment charge and reversal		
Property, plant and equipment	**15,298**	65,401
Intangible assets *(Note 17)*	**120**	–
Non-current advances for fixed assets	**-**	(17,324)
	15,418	48,077
Exploration expenses (impairment and write-off) ***(Note 16)***		
Turgai Paleozoi project	**18,785**	-
Barlau	**1,323**	-
Abai project	**-**	17,703
Aktoty and Kairan project	**-**	3,953
Other	**236**	–
	20,344	21,656
	35,762	69,733

Impairment charge and (reversal) was recognized for the following CGUs:

In millions of tenge	**2025**	**2024**
Seawater desalination plant	**24,145**	53,197
CGUs of KTO, KMTF and KMGI	**(11,332)**	1,010
Drilling jack-up rig	**-**	(16,189)
Others	**2,605**	10,059
	15,418	48,077

Impairment of property, plant and equipment

Impairment of a seawater desalination plant and supply infrastructure

In 2023 as part of the Comprehensive Plan for the Social and Economic Development of Mangistau region for 2021-2025, in order to provide drinking water to the population of the city of Zhanaozen, Ak Su KMG LLP, a subsidiary of Ozenmunaigas JSC, began construction of a seawater desalination plant and supply infrastructure in Zhanaozen city. The Group considers the recoverable amount of this asset to be nil and, accordingly, recognized an impairment loss on construction costs incurred during 2025 in the amount of 24,145 million tenge. (In 2024, the Group recognized an impairment loss in the amount of 70,521 million tenge and reversed the provision recognized in 2023 in respect of the advance paid for the construction of the desalination plant in the amount of 17,324 million tenge). In December 2025, the desalination plant was transferred to the Akimat of the Mangystau Region.

Exploration expenses

For the year ended December 31, 2025, the Group recognized an impairment loss on exploration and evaluation assets related to the Turgai Paleozoic project in the amount of 18,785 million tenge due to negative drilling results and the absence of hydrocarbon indications in the well.

For the year ended December 31, 2024, the Group recognized impairment loss of 17,703 million tenge on exploration and evaluation assets relating to Abai project due to negative drilling results and the absence of signs of hydrocarbon reserves in the well.

14. INTEREST INCOME, OTHER FINANCE INCOME / FINANCE COST

Interest revenue calculated using the effective interest method

In millions of tenge	**2025**	2024
Interest income on bank deposits, financial assets, loans and bonds	**191,896**	182,627
Other	**6,063**	1,765
	197,959	184,392

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

14. INTEREST INCOME, OTHER FINANCE INCOME / FINANCE COST (continued)

Other finance income

In millions of tenge	**2025**	2024
Derecognition of loan *(Note 26)*	**24,775**	48,442
Revaluation of financial assets at fair value through profit or loss	**3,430**	6,806
Recognition of a change in the fair value of a financial instrument due to its modification *(Note 26)*	**–**	59,769
Other	**14,800**	8,273
	43,005	123,290

Finance costs

In millions of tenge	**2025**	2024
Interest expense on loans and bonds *(Note 26)*	**284,485**	279,227
Interest expense on lease liabilities *(Note 27)*	**9,343**	8,444
Interest expense	**293,828**	287,671
Unwinding of discount on asset retirement obligations, for environmental obligation and other provisions *(Note 28)*	**21,440**	18,870
Unwinding of discount on long-term accounts receivable *(Note 32)*	**1,668**	8,741
Unwinding of discount on employee benefits obligations	**8,365**	7,648
Other	**42,754**	23,166
	368,055	346,096

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

15. PROPERTY, PLANT AND EQUIPMENT

In millions of tenge	Oil and gas assets	Pipelines	Refinery assets	Buildings and improvements	Machinery and equipment	Vehicles	Other	Capital work in progress	Total
Net book value as at December 31, 2023	4,647,662	261,762	1,008,653	243,107	375,432	78,095	114,411	442,120	7,171,242
Foreign currency translation	571,416	6,245	33,626	13,340	9,007	4,495	12,631	35,800	686,560
Change in estimate for asset retirement obligations	(8,763)	(7,341)	(2,770)	(3,197)	687	–	–	–	(21,384)
Additions	56,890	59	69,497	947	7,706	10,187	3,910	519,302	668,498
Disposals	(38,605)	(59)	(5,681)	(6,650)	(7,267)	(3,124)	(7,612)	(2,217)	(71,215)
Loss of control over subsidiaries *(Note 5)*	–	–	–	–	–	–	(28)	–	(28)
Depreciation charge	(390,800)	(11,358)	(100,757)	(13,150)	(32,356)	(14,141)	(10,424)	–	(572,986)
Accumulated depreciation and impairment on disposals	31,438	59	5,607	6,439	7,046	3,069	6,349	1,857	61,864
Impairment	–	–	(5,344)	(4,369)	(293)	(2,201)	-	(72,651)	(84,858)
Reversal of impairment	–	–	1,673	1,427	16,278	1	12	66	19,457
Transfers from exploration and evaluation assets *(Note 16)*	58	–	–	–	–	–	–	–	58
Transfers to investment property	–	–	(425)	(6,273)	(27)	–	(3)	–	(6,728)
Other changes	51	(4)	174	(301)	59	(1)	485	(16,783)	(16,320)
Transfers	231,203	4,322	50,335	36,164	26,561	7,687	7,487	(363,759)	–
Net book value as at December 31, 2024	5,100,550	253,685	1,054,588	267,484	402,833	84,067	127,218	543,735	7,834,160
At cost	8,656,287	425,890	3,205,635	681,123	840,291	259,995	292,885	710,089	15,072,195
Accumulated depreciation and impairment	(3,555,737)	(172,205)	(2,151,047)	(413,639)	(437,458)	(175,928)	(165,667)	(166,354)	(7,238,035)
Net book value as at December 31, 2024	5,100,550	253,685	1,054,588	267,484	402,833	84,067	127,218	543,735	7,834,160

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

15. PROPERTY, PLANT AND EQUIPMENT (continued)

In millions of tenge	Oil and gas assets	Pipelines	Refinery assets	Buildings and improve-ments	Machinery and equip-ment	Vehicles	Other	Capital work in progress	Total
Net book value as at December 31, 2024	5,100,550	253,685	1,054,588	267,484	402,833	84,067	127,218	543,735	7,834,160
Foreign currency translation	(151,929)	(1,652)	(8,946)	(4,182)	(4,237)	(1,082)	(3,714)	(6,624)	(182,366)
Change in estimate for asset retirement obligations	(13,695)	(9,225)	(12,734)	(4,890)	–	–	5	–	(40,539)
Additions	34,628	1,135	1,611	4,142	15,589	13,707	3,551	564,435	638,798
Disposals, net	(2,108)	(340)	(62)	(2,630)	(1,223)	(29)	(390)	(244)	(7,026)
Loss of control over subsidiaries *(Note 5)*	–	–	–	(944)	(21)	–	(9)	–	(974)
Depreciation charge	(446,040)	(12,377)	(109,494)	(16,676)	(35,505)	(15,646)	(10,559)	–	(646,297)
Impairment	(220)	(26)	–	(1,247)	(50)	(220)	(204)	(27,479)	(29,446)
Reversal of impairment	–	–	3,000	–	66	3,693	7,042	347	14,148
Transfers from exploration and evaluation assets *(Note 16)*	4,741	–	–	–	–	–	–	–	4,741
Transfers from/(to) investment property, net	–	–	17	4,235	–	–	(11)	–	4,241
Other changes	(138)	(8)	136	-	27	(3)	1,150	25	1,189
Transfers	261,279	82,206	92,384	26,924	83,832	28,580	8,478	(583,683)	–
Net book value as at December 31, 2025	**4,787,068**	**313,398**	**1,020,500**	**272,216**	**461,311**	**113,067**	**132,557**	**490,512**	**7,590,629**
At cost	8,613,222	490,533	3,211,055	676,711	911,790	295,755	292,996	575,795	15,067,857
Accumulated depreciation and impairment	(3,826,154)	(177,135)	(2,190,555)	(404,495)	(450,479)	(182,688)	(160,439)	(85,283)	(7,477,228)
Net book value as at December 31, 2025	**4,787,068**	**313,398**	**1,020,500**	**272,216**	**461,311**	**113,067**	**132,557**	**490,512**	**7,590,629**

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

15. PROPERTY, PLANT AND EQUIPMENT (continued)

For the year ended December 31, 2025, the Group capitalized to the carrying amount of property, plant and equipment borrowing costs in the amount of 9,126 million tenge related to the construction of new assets at the range of capitalized interest rate from 5.12% to 19.50% (as at December 31, 2024: 3,718 million tenge at the range of capitalized interest rate from 5.71% to 15.75%).

As at December 31, 2025, the cost of fully depreciated but still in use property, plant and equipment was 451,934 million tenge (as at December 31, 2024: 404,898 million tenge).

As at December 31, 2025, property, plant and equipment with the net book value of 156,810 million tenge were mainly pledged as collateral to secure borrowings of the Group (as at December 31, 2024: 163,170 million tenge).

Capital commitments are disclosed in *Note 34*.

16. EXPLORATION AND EVALUATION ASSETS

In millions of tenge	Tangible	Intangible	Total
Net book value as at December 31, 2023	157,025	17,162	174,187
Additions	26,063	13,058	39,121
Foreign currency translation	21,217	–	21,217
Change in estimate	4,008	–	4,008
Transfer to property, plant and equipment *(Note 15)*	(58)	–	(58)
Impairment *(Note 13)*	(20,647)	(1,009)	(21,656)
Loss of control over subsidiaries *(Note 5)*	(191)	(100)	(291)
Other transfers	84	(84)	–
Write-off	–	(80)	(80)
Net book value as at December 31, 2024	**187,501**	**28,947**	**216,448**
Additions	**14,398**	**14,754**	**29,152**
Foreign currency translation	**(5,839)**	–	**(5,839)**
Change in estimate	**932**	**–**	**932**
Transfer to property, plant and equipment *(Note 15)*	**(4,741)**	**–**	**(4,741)**
Transfer to intangible assets *(Note 17)*	–	**(412)**	**(412)**
Impairment *(Note 13)*	**(18,921)**	**(1,423)**	**(20,344)**
Write-off	**(3,735)**	**(51)**	**(3,786)**
Net book value as at December 31, 2025	**169,595**	**41,815**	**211,410**

As at December 31, 2025 and 2024, the exploration and evaluation assets are represented by the following projects:

In millions of tenge	December 31, 2025	December 31, 2024
North Caspian project	**156,655**	161,838
Projects for geological exploration	**40,185**	27,199
Eastern Bekturly project	**4,804**	4,615
Karazhar project	**4,317**	247
Taisoigan project	**2,335**	2,711
Turgai paleozoi project *(Note 13)*	–	14,604
Other	**3,114**	5,234
	211,410	216,448

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

17. INTANGIBLE ASSETS

In millions of tenge	Licenses	Subsoil use rights (under production)	Goodwill	Marketing related intangible assets	Software	Other	Total
Net book value as at December 31, 2023	483,309	198,376	110,258	26,809	17,266	47,265	883,283
Foreign currency translation	71,153	29,423	1,846	4,161	882	2,243	109,708
Additions	1,100	151	–	–	3,619	3,752	8,622
Disposals	(319)	–	–	–	(1,736)	(219)	(2,274)
Amortization charge	(32,175)	(10,115)	–	–	(5,472)	(1,539)	(49,301)
Accumulated amortization and impairment on disposals	319	–	–	–	1,720	56	2,095
Other changes	1,002	–	–	–	1,320	(2,322)	–
Transfers	–	387	–	–	83	(9,447)	(8,977)
Net book value as at December 31, 2024	524,389	218,222	112,104	30,970	17,682	39,789	943,156
Foreign currency translation	**(18,386)**	**(7,776)**	**(512)**	**(1,155)**	**(209)**	**(621)**	**(28,659)**
Change in estimate	**–**	**(94)**	**–**	**–**	**–**	**–**	**(94)**
Additions	**512**	**4,682**	**–**	**–**	**1,710**	**7,573**	**14,477**
Disposals	**–**	**(28)**	**–**	**–**	**(19)**	**(3,704)**	**(3,751)**
Amortization charge	**(37,936)**	**(10,392)**	**–**	**–**	**(5,386)**	**(1,597)**	**(55,311)**
Impairment	**–**	**–**	**–**	**–**	-	**(120)**	**(120)**
Other changes	**2**	**138**	**–**	**–**	**151**	**11,431**	**11,722**
Transfers	**1,076**	**419**	**–**	**–**	**1,116**	**(2,611)**	**–**
Net book value as at December 31, 2025	**469,657**	**205,171**	**111,592**	**29,815**	**15,045**	**50,140**	**881,420**
At cost	**766,346**	**299,592**	**220,337**	**76,533**	**92,969**	**124,073**	**1,579,850**
Accumulated amortization and impairment	**(296,689)**	**(94,421)**	**(108,745)**	**(46,718)**	**(77,924)**	**(73,933)**	**(698,430)**
Net book value as at December 31, 2025	**469,657**	**205,171**	**111,592**	**29,815**	**15,045**	**50,140**	**881,420**
At cost	795,467	306,196	220,849	79,497	94,036	114,224	1,610,269
Accumulated amortization and impairment	(271,078)	(87,974)	(108,745)	(48,527)	(76,354)	(74,435)	(667,113)
Net book value as at December 31, 2024	524,389	218,222	112,104	30,970	17,682	39,789	943,156

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

17. INTANGIBLE ASSETS (continued)

As at December 31, 2025 and 2024, marketing related intangible assets were represented by trademarks of KMGI.

Carrying amount of goodwill is allocated to each of the group of cash-generating units as follows:

Cash-generating unit	December 31, 2025	December 31, 2024
Pavlodar refinery CGU	**88,553**	88,553
CGUs of KMGI	**13,225**	13,737
CGU Dunga	**9,814**	9,814
Total goodwill	**111,592**	112,104

In 2025 and 2024, based on the impairment test results, no impairment of Pavlodar refinery, KMGI or Dunga goodwill was recognized. For the detailed discussion of Pavlodar refinery goodwill impairment test refer to *Note 4*.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

18. RIGHT-OF-USE ASSETS

In millions of tenge	Oil and gas assets	Refinery assets	Buildings and improvements	Machinery and equipment	Vehicles	Other	Total
Net book value as at December 31, 2023	10,795	5,889	16,168	604	6,587	61,722	101,765
Foreign currency translation	1,509	816	2,010	66	28	10,381	14,810
Change in estimate	–	88	1,135	1,866	(382)	4,679	7,386
Additions	3,343	–	2,060	2,281	3,517	12,589	23,790
Disposals	(6,662)	(18)	(2,215)	(582)	(925)	(5,165)	(15,567)
Depreciation charge	(6,714)	(371)	(3,311)	(3,172)	(2,063)	(6,101)	(21,732)
Accumulated depreciation and impairment on disposals	5,880	18	644	379	525	5,093	12,539
Net book value as at December 31, 2024	**8,151**	**6,422**	**16,491**	**1,442**	**7,287**	**83,198**	**122,991**
Foreign currency translation	(223)	(243)	(648)	(69)	(40)	(2,863)	(4,086)
Change in estimate	(325)	982	5,508	3,005	277	793	10,240
Additions	2,681	48	2,034	2,464	5,156	498	12,881
Disposals, net	1	–	(2,260)	–	(81)	(39)	(2,379)
Depreciation charge	(6,549)	(400)	(2,966)	(3,781)	(2,334)	(6,406)	(22,436)
Other changes	–	–	–	(8)	-	(120)	(128)
Other transfers	–	–	–	–	49	(49)	-
Net book value as at December 31, 2025	**3,736**	**6,809**	**18,159**	**3,053**	**10,314**	**75,012**	**117,083**
At cost	20,844	8,941	34,042	22,545	11,544	101,156	199,072
Accumulated depreciation and impairment	(12,693)	(2,519)	(17,551)	(21,103)	(4,257)	(17,958)	(76,081)
Net book value as at December 31, 2024	8,151	6,422	16,491	1,442	7,287	83,198	122,991
At cost	3,900	9,442	37,396	26,948	16,704	98,367	192,757
Accumulated depreciation and impairment	(164)	(2,633)	(19,237)	(23,895)	(6,390)	(23,355)	(75,674)
Net book value as at December 31, 2025	**3,736**	**6,809**	**18,159**	**3,053**	**10,314**	**75,012**	**117,083**

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

19. BANK DEPOSITS

In millions of tenge	December 31, 2025	December 31, 2024
Denominated in US dollar	**1,943,314**	1,582,708
Denominated in tenge	**5,624**	5,662
Denominated in other currencies	**54**	–
Less: allowance for expected credit losses	**(257)**	(225)
	1,948,735	1,588,145

As at December 31, 2025, the weighted average interest rate for long-term bank deposits was 3.50% in US dollars and 7.75% in tenge (December 31, 2024: 3.54% in US dollars and 6.85% in tenge).

As at December 31, 2025, the weighted average interest rate for short-term bank deposits was 4.40% in US dollars and 4.51% in tenge (December 31, 2024: 4.88% in US dollars and 0.49% in tenge).

The original terms of placement of bank deposits are presented below:

In millions of tenge	December 31, 2025	December 31, 2024
Maturities under 1 year	**1,875,464**	1,513,816
Maturities between 1 and 2 years	**1,793**	1,977
Maturities over 2 years	**71,478**	72,352
	1,948,735	1,588,145

As at December 31, 2025 bank deposits include those pledged as collateral with carrying value of 73.271 million tenge (December 31, 2024: 74,329 million tenge), which are represented mainly by 70.476 million tenge at restricted bank accounts designated as a liquidation fund per requirements of subsoil use contracts (December 31, 2024: 71,273 million tenge).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

20. INVESTMENTS IN JOINT VENTURES AND ASSOCIATES

			December 31, 2025		December 31, 2024	
In millions of tenge	**Main activity**	**Place of business**	**Carrying value**	**Percentage ownership**	Carrying value	Percentage ownership
Joint ventures						
Tengizchevroil LLP (TCO)[1]	Oil and gas exploration and production	Kazakhstan	**3,449,897**	**20.00%**	3,987,223	20.00%
Mangistau Investments B.V. Group (MMG)	Oil and gas development and production	Kazakhstan	**227,787**	**50.00%**	196,938	50.00%
Silleno LLP (Silleno)[3]	Construction of the first integrated gas-chemical complex	Kazakhstan	**108,049**	**40.00%**	65,079	40.00%
KALAMKAS-KHAZAR OPERATING LLP (KKO)	Oil and gas development and production	Kazakhstan	**84,370**	**50.00%**	88,018	50.00%
Kazakhstan-China Pipeline LLP (KCP)	Oil transportation	Kazakhstan	**67,741**	**50.00%**	66,202	50.00%
Ural Group Limited (UGL)	Oil and gas exploration and production	Kazakhstan	**58,042**	**50.00%**	67,860	50.00%
Valsera Holdings B.V. Group (PKOP)	Oil refining	Kazakhstan	**53,725**	**50.00%**	37,688	50.00%
KC Energy Group (KCEG)[2]	Sale of liquefied gas and oil products	Kazakhstan	**51,705**	**49.00%**	27,749	49.00%
KazRosGas LLP (KRG)	Processing and sale of natural gas and refined gas products	Kazakhstan	**48,347**	**50.00%**	66,539	50.00%
KazGerMunay LLP (KGM)	Oil and gas exploration and production	Kazakhstan	**31,431**	**50.00%**	44,264	50.00%
Kazakhoil-Aktobe LLP (KOA)	Production and sale of crude oil	Kazakhstan	**22,896**	**50.00%**	24,028	50.00%
PETROSUN LLP [2](Petrosun)	Sale of liquefied gas and oil products	Kazakhstan	**9,507**	**49.00%**	8,978	49.00%
Karaton Operating Ltd. (Karaton)	Oil and gas development and production	Kazakhstan	**8,284**	**50.00%**	8,907	50.00%
Teniz Service LLP (Teniz Service)	Design, construction and operation of infrastructure facilities, offshore oil operations support	Kazakhstan	**3,727**	**48.996%**	6,468	48.996%
Other			**84,426**		57,916	
Associates						
Caspian Pipeline Consortium (CPC)	Transportation of liquid hydrocarbons	Kazakhstan / Russia	**493,443**	**20.75%**	484,247	20.75%
PetroKazakhstan Inc. (PKI)	Exploration, production and processing of hydrocarbons	Kazakhstan	**68,172**	**33.00%**	82,175	33.00%
Other			**62,413**		58,234	
			4,933,962		5,378,513	

[1] *The share of 20% provides the Group the joint control over TCO where decisions about the relevant activities require unanimous consent.*
[2] *KC Energy Group LLP was founded under conditions similar to the current activities of PETROSUN LLP with the same composition of participants and the same management mechanisms. The activities of PETROSUN LLP transferred to KC Energy Group LLP. PETROSUN LLP is on the process of liquidation. The share of 49% provides the Group the joint control over KC Energy Group LLP where decisions about the relevant activities require unanimous consent*
[3] *The share of 40% provides the Group the joint control over Silleno where decisions about the relevant activities require unanimous consent.*

All of the above joint ventures and associates are strategic for the Group's business.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

20. INVESTMENTS IN JOINT VENTURES AND ASSOCIATES (continued)

As at December 31, 2025, the Group's share in unrecognized losses of joint ventures and associates was equal to 149,388 million tenge (December 31, 2024: 112,808 million tenge).

The following table summarizes the movements in the investments in 2025 and 2024:

In millions of tenge	**2025**	2024
On January 1	**5,378,513**	4,821,427
Share in profits of joint ventures and associates, net *(Notes 7)*	**780,635**	531,230
Recognition of investment in joint ventures *(Note 5)*	**792**	8,255
Disposal of share in joint venture without losing joint control	**–**	(6,393)
Dividends received	**(985,262)**	(701,104)
Change in dividends receivable, including withholding tax	**(134,415)**	(58,263)
Other changes in the equity of the joint venture	**23,356**	57,997
Additional contributions without change in ownership	**43,099**	74,209
Impairment	**(223)**	–
Eliminations and adjustments*	**(423)**	(322)
Foreign currency translation	**(172,110)**	651,477
On December 31	**4,933,962**	5,378,513

* *Equity method eliminations and adjustments represent capitalized borrowing costs on the loans provided by the Company and subsidiaries to joint ventures.*

The following tables illustrate summarized financial information of material joint ventures, based on financial statements of these entities for 2025:

In millions of tenge	**TCO**	**MMG**	**Silleno**	**KKO**	**KCP**	**UGL**	**PKOP**
Non-current assets, including fair value adjustment	**22,745,433**	**502,915**	**655,397**	**245,274**	**113,323**	**206,629**	**383,750**
Current assets, including	**3,148,034**	**241,152**	**31,075**	**423**	**59,902**	**34,248**	**74,079**
Cash and cash equivalents	***573,562***	***79,330***	***10,413***	***14***	***42,053***	***22,328***	***10,445***
Non-current liabilities, including	**(5,748,888)**	**(175,149)**	**(407,891)**	**(68,351)**	**(22,831)**	**(68,033)**	**(185,567)**
Non-current financial liabilities	***(1,516,590)***	**–**	**–**	**–**	**–**	***(27,193)***	***(143,059)***
Current liabilities, including	**(2,895,094)**	**(138,054)**	**(13,286)**	**(8,606)**	**(14,912)**	**(16,759)**	**(112,706)**
Current financial liabilities	***(2,022,120)***	**–**	**–**	**–**	**–**	**–**	**(78,682)**
Equity	**17,249,485**	**430,864**	**265,295**	**168,740**	**135,482**	**156,085**	**159,556**
Share of ownership	**20%**	**50%**	**40%**	**50%**	**50%**	**50%**	**50%**
Impairment of the investment	**–**	**–**	**–**	**–**	**–**	**(20,000)**	**–**
Equity method adjustments	**–**	**12,355**	**1,931**	**–**	**–**	**–**	**–**
Adjustment for capitalised expenses on borrowings	**–**	**–**	**–**	**–**	**–**	**–**	**(26,053)**
Carrying amount of the investments as at December 31, 2025	**3,449,897**	**227,787**	**108,049**	**84,370**	**67,741**	**58,042**	**53,725**
Revenue	**10,799,781**	**852,320**	**–**	**–**	**76,217**	**3,431**	**284,489**
Depreciation, depletion and amortization	***(3,564,404)***	***(73,373)***	***88***	***(64)***	***(10,306)***	***(11)***	***(47,714)***
Finance income	**117,644**	**2,922**	**1**	**5,076**	**6,410**	**–**	**2,143**
Finance costs	**(385,389)**	**(16,536)**	**–**	**(4,357)**	**–**	**(625)**	**(24,123)**
Income tax expenses	**(883,840)**	**(33,748)**	**(2)**	**(637)**	**(8,314)**	**2,481**	**(12,802)**
Profit/(loss) for the year from continuing operations	**2,062,294**	**102,619**	**8,770**	**(7,296)**	**33,079**	**(10,425)**	**41,979**
Other comprehensive loss	**(706,681)**	**(1,302)**	**–**	**–**	**(1)**	**(9,211)**	**–**
Total comprehensive income/(loss)	**1,355,613**	**101,317**	**8,770**	**(7,296)**	**33,078**	**(19,636)**	**41,979**
Dividends received	**683,683**	**19,810**	**–**	**–**	**15,000**	**–**	**4,952**

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

20. INVESTMENTS IN JOINT VENTURES AND ASSOCIATES (continued)

The following tables illustrate summarized financial information of material joint ventures, based on financial statements of these entities for 2025:

In millions of tenge	KCEG	KRG	KGM	KOA	Petrosun	Karaton	Teniz Service	KPI
Non-current assets	160	19,590	81,264	37,666	–	25,016	4,370	937,353
Current assets, including	207,308	94,183	16,744	32,294	19,403	8,097	4,039	102,779
Cash and cash equivalents	*88,165*	*47,507*	*4,322*	*21,059*	*14,240*	*5,692*	*2,359*	*57,592*
Non-current liabilities	–	(516)	(15,083)	(17,084)	–	(28,725)	(523)	(1,157,267)
Current liabilities	(101,084)	(16,563)	(20,063)	(7,084)	(1)	(2,261)	(279)	(166,716)
Equity	106,384	96,694	62,862	45,792	19,402	2,127	7,607	(283,851)
Share of ownership	49%	50%	50%	50%	49%	50%	48.996%	49.5%
Accumulated unrealized losses	–	–	–	–	–	–	–	(140,506)
Equity method adjustments	(423)	–	–	–	–	7,221	–	–
Carrying amount of the investments as at December 31, 2025	51,705	48,347	31,431	22,896	9,507	8,284	3,727	–
Revenue	1,614,120	227,543	129,620	72,734	–	–	1,072	145,344
Depreciation, depletion and amortization	*(40)*	*(346)*	*(32,397)*	*(3,856)*	–	–	*(310)*	*(66,204)*
Finance income	12,069	6,620	940	1,766	1,748	29	292	168
Finance costs	(1,100)	–	(1,352)	(3,188)	(134)	(1,235)	(71)	(78,890)
Income tax expenses	(32,984)	(4,729)	(19,073)	(1,614)	(338)	–	(15)	–
Profit/(loss) for the year from continuing operations	131,754	6,040	34,278	6,735	1,079	(1,245)	(2,593)	(72,230)
Other comprehensive loss	–	(4,109)	(3,440)	–	–	–	–	–
Total comprehensive income/(loss)	131,754	1,931	30,838	6,735	1,079	(1,245)	(2,593)	(72,230)
Dividends received	40,180	19,157	28,762	4,500	–	–	1,470	–

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

20. INVESTMENTS IN JOINT VENTURES AND ASSOCIATES (continued)

The following tables illustrate summarized financial information of material joint ventures, based on financial statements of these entities for 2024:

In millions of tenge	TCO	MMG	Silleno	KKO	KCP	UGL	PKOP
Non-current assets, including fair value adjustment	26,176,361	453,936	132,833	218,477	119,017	242,666	414,933
Current assets, including	2,664,463	237,009	1,918	6,307	49,543	23,706	111,847
Cash and cash equivalents	*1,142,568*	*84,851*	*1,884*	*6,301*	*39,103*	*15,317*	*48,361*
Non-current liabilities, including	(7,086,258)	(140,577)	–	(43,328)	(22,936)	(47,481)	(278,761)
Non-current financial liabilities	*(3,675,770)*	–	–	–	–	*(24,832)*	*(226,189)*
Current liabilities, including	(1,818,449)	(159,532)	(5,623)	(5,819)	(13,220)	(19,923)	(120,536)
Current financial liabilities	*(1,050,220)*	–	–	–	–	–	*(71,775)*
Equity	19,936,117	390,836	129,128	175,638	132,404	198,968	127,483
Share of ownership	20%	50%	40%	50%	50%	50%	50%
Impairment of the investment	–	–	–	–	–	(20,000)	–
Equity method adjustments	–	1,520	13,428	–	–	(11,624)	–
Adjustment for capitalised expenses on borrowings	–	–	–	–	–	–	(26,053)
Accumulated unrealized losses	–	–	–	199	–	–	–
Carrying amount of the investments as at December 31, 2024	3,987,223	196,938	65,079	88,018	66,202	67,860	37,688
Revenue	8,358,505	871,754	–	–	87,939	26,561	256,007
Depreciation, depletion and amortization	*(2,615,840)*	*(94,355)*	*(31)*	–	*(10,267)*	*(6)*	*(33,021)*
Finance income	116,985	1,800	800	139	2,688	–	1,968
Finance costs	(240,018)	(17,802)	(80)	(1,495)	(333)	(586)	(29,742)
Income tax expenses	(669,126)	(38,238)	–	–	(10,519)	9,581	(7,484)
Profit/(loss) for the year from continuing operations	1,517,402	71,452	(2,138)	(10,479)	41,688	(17,923)	(353)
Other comprehensive income /(loss)	2,693,108	4,365	–	–	(1)	33,036	(86)
Total comprehensive income/(loss)	4,210,510	75,817	(2,138)	(10,479)	41,687	15,113	(439)
Dividends received	389,991	44,584	–	–	8,000	–	3,285

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

20. INVESTMENTS IN JOINT VENTURES AND ASSOCIATES (continued)

The following tables illustrate summarized financial information of material joint ventures, based on financial statements of these entities for 2024:

In millions of tenge	KCEG	KRG	KGM	KOA	Petrosun	Karaton	Teniz Service	KPI
Non-current assets	133	19,368	83,427	30,963	–	6,272	6,332	988,585
Current assets, including	176,367	127,977	57,674	42,928	20,485	4,560	8,602	77,935
Cash and cash equivalents	*42,673*	*75,084*	*45,346*	*33,661*	*18,020*	*295*	*7,270*	*50,580*
Non-current liabilities, including	–	(403)	(18,375)	(16,468)	–	(8,130)	(736)	(1,092,836)
Non-current financial liabilities	–	–	–	–	–	–	–	–
Current liabilities, including	(119,870)	(13,864)	(34,198)	(9,366)	(2,162)	(1,399)	(998)	(197,214)
Current financial liabilities	–	–	–	–	–	–	–	–
Equity	56,630	133,078	88,528	48,057	18,323	1,303	13,200	(223,530)
Share of ownership	49%	50%	50%	50%	49%	50%	48.996%	49.5%
Accumulated unrealized losses	–	–	–	–	–	–	–	(110,647)
Equity method adjustments	–	–	–	–	–	8,255	–	–
Carrying amount of the investments as at December 31, 2024	27,749	66,539	44,264	24,028	8,978	8,907	6,468	–
Revenue	791,620	255,369	148,440	77,345	707,668	–	2,077	26,241
Depreciation, depletion and amortization	–	*(312)*	*(23,042)*	*(8,196)*	*(17)*	–	*(438)*	*(4,407)*
Finance income	2,374	6,602	1,066	5,528	3,179	1,704	849	188
Finance costs	(1,170)	–	(1,096)	(2,344)	(2,622)	(383)	(68)	(63,802)
Income tax expenses	(13,918)	(14,569)	(25,528)	(2,814)	(13,687)	–	–	–
Profit/(loss) for the year from continuing operations	55,690	38,314	50,672	11,973	53,547	1,304	(3,556)	(225,649)
Other comprehensive income/(loss)	–	20,455	9,658	–	–	–	–	–
Total comprehensive income/(loss)	55,690	58,769	60,330	11,973	53,547	1,304	(3,556)	(225,649)
Dividends received	–	53,276	23,389	–	49,000	–	–	–

The following tables illustrate summarized financial information of material associates, based on their financial statements for 2025:

In millions of tenge	December 31, 2025 CPC	PKI
Non-current assets	**2,256,422**	**150,114**
Current assets	**318,864**	**122,579**
Non-current liabilities	**(147,943)**	**(12,124)**
Current liabilities	**(283,198)**	**(33,450)**
Equity	**2,144,145**	**227,119**
Share of ownership	**20.75%**	**33%**
Goodwill	**48,533**	**–**
Impairment of the investment	**–**	**(6,778)**
Carrying amount of the investment	**493,443**	**68,172**
Revenue	**1,339,068**	**112,326**
Depreciation, depletion and amortization	***(205,134)***	***(18,270)***
Finance income	**14,284**	**4,455**
Finance costs	**(1,190)**	**(1,755)**
Income tax expenses	**(215,787)**	**(17,111)**
Profit for the year	**881,670**	**8,121**
Other comprehensive loss	**(98,998)**	**(2,761)**
Total comprehensive income	**782,672**	**5,360**
Dividends received	**143,847**	**15,015**

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

20. INVESTMENTS IN JOINT VENTURES AND ASSOCIATES (continued)

The following tables illustrate summarized financial information of material associates, based on their financial statements for 2024:

In millions of tenge	December 31, 2024 CPC	PKI
Non-current assets	2,109,714	174,833
Current assets	288,618	139,072
Non-current liabilities	(8,147)	(16,382)
Current liabilities	(299,418)	(27,971)
Equity	2,090,767	269,552
Share of ownership	20.75%	33%
Goodwill	50,413	–
Impairment of the investment	–	(6,778)
Carrying amount of the investment	484,247	82,175
Revenue	1,063,100	132,943
Depreciation, depletion and amortization	*(221,309)*	*(25,378)*
Finance income	15,676	2,011
Finance costs	(1,558)	(1,269)
Income tax expenses	(95,835)	(9,368)
Profit for the year	392,890	6,828
Other comprehensive income	334,726	20,354
Total comprehensive income	727,616	27,182
Dividends received	105,910	17,920

The following tables illustrate aggregate financial information of individually immaterial joint ventures (the Group's proportional share):

In millions of tenge	**December 31, 2025**	December 31, 2024
Group share in:		
Non-current assets	**83,234**	70,182
Current assets	**35,488**	30,806
Non-current liabilities	**(18,409)**	(27,553)
Current liabilities	**(26,329)**	(17,652)
Goodwill	**172**	172
Accumulated unrecognized share of losses	**9,916**	1,961
Equity method adjustments	**354**	–
Carrying amount of the investments	**84,426**	57,916
(Loss)/profit for the year from continuing operations	**(757)**	2,497
Other comprehensive income/(loss)	**902**	(118)
Total comprehensive income	**145**	2,379
Unrecognized share of loss	**(7,540)**	(761)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

20. INVESTMENTS IN JOINT VENTURES AND ASSOCIATES (continued)

The following tables illustrate aggregate financial information of individually immaterial associates (the Group's proportional share):

In millions of tenge	**December 31, 2025**	December 31, 2024
Group share in:		
Non-current assets	**69,984**	65,590
Current assets	**90,759**	85,423
Non-current liabilities	**(19,925)**	(12,685)
Current liabilities	**(78,405)**	(80,094)
Carrying amount of the investments	**62,413**	58,234
Profit for the year from continuing operations	**6,415**	1,672
Other comprehensive (loss)/income	**(1,146)**	3,066
Total comprehensive income	**5,269**	4,738

21. INVENTORIES

In millions of tenge	**December 31, 2025**	December 31, 2024
Materials and supplies (at cost)	**240,699**	266,669
Crude oil (at cost)	**115,247**	97,243
Refined products (at lower of cost and net realizable value)	**55,316**	92,212
Less: impairment allowance	**(36,527)**	(42,383)
	374,735	413,741

As at December 31, 2025 carrying value of inventories under pledge as collateral amounted to 189,660 million tenge (December 31, 2024: 225,073 million tenge).

Movements in the allowance for impairment of inventories were as follows:

In millions of tenge	
As at December 31, 2023	(36,947)
Charged, net	(942)
Written-off	285
Foreign currency translation	(4,779)
As at December 31, 2024	(42,383)
Charged, net	**3,781**
Written off	**518**
Foreign currency translation	**1,557**
As at December 31, 2025	**(36,527)**

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

22. TRADE ACCOUNTS RECEIVABLE AND OTHER CURRENT FINANCIAL AND NON-FINANCIAL ASSETS

In millions of tenge	**December 31, 2025**	December 31, 2024
Trade accounts receivable		
Trade accounts receivable	**632,365**	472,143
Less: allowance for expected credit losses	**(35,254)**	(29,086)
	597,111	443,057
Other current financial assets		
Other receivables	**114,069**	117,313
Dividends receivable	**3,512**	7,997
Less: allowance for expected credit losses	**(45,952)**	(61,782)
	71,629	63,528
Other current non-financial assets		
Advances paid and prepaid expenses	**128,761**	137,553
Taxes receivable, other than VAT	**54,391**	37,414
Other	**11,400**	6,643
Less: impairment allowance	**(160)**	(856)
	194,392	180,754
Total other current assets	**266,021**	244,282

As at December 31, 2025 and 2024, the above assets were non-interest bearing.

As at December 31, 2025, trade accounts receivable with a carrying value of 174,372 million tenge are pledged as collateral (December 31, 2024: 181,246 million tenge).

As of December 31, 2025 and 2024, trade accounts receivable is denominated in the following currencies:

In millions of tenge	**December 31, 2025**	December 31, 2024
US dollars	**262,642**	280,970
Tenge	**244,424**	94,420
Romanian Leu	**80,780**	63,296
Euro	**8,362**	2,770
Other currency	**903**	1,601
	597,111	443,057

Movements in the allowance for expected credit losses and impairment were as follows:

In millions of tenge	**Trade accounts receivable**	**Other current financial assets**	**Other current non-financial assets**
As at December 31, 2023	32,190	43,853	3,359
Charged, net	(4,119)	12,253	(2,545)
Written-off	(1,175)	–	–
Foreign currency translation	2,190	5,676	42
As at December 31, 2024	29,086	61,782	856
Charged, net	**6,187**	**(13,642)**	**(149)**
Written-off	**210**	**(961)**	**(678)**
Foreign currency translation	**(229)**	**(1,227)**	**131**
As at December 31, 2025	**35,254**	**45,952**	**160**

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

22. TRADE ACCOUNTS RECEIVABLE AND OTHER CURRENT FINANCIAL AND NON-FINANCIAL ASSETS (continued)

Set out below is the information about credit risk exposure on the Group's trade receivables using a provision matrix:

	Days past due					
In millions of tenge	**Current**	**<30 days**	**30-60 days**	**61-90 days**	**>91 days**	**Total**
December 31, 2025						
Expected credit loss rate	**0.22%**	**0.09%**	**1.20%**	**2.87%**	**44.20%**	**-**
Trade accounts receivable	**423,006**	**81,548**	**34,488**	**17,890**	**75,433**	**632,3**
Expected credit losses	**(910)**	**(74)**	**(413)**	**(513)**	**(33,344)**	**(35,25**
December 31, 2024						
Expected credit loss rate	0.38%	0.96%	5.72%	3.64%	79.41%	
Trade accounts receivable	405,631	21,091	3,347	8,240	33,834	472,1
Expected credit losses	(1,524)	(202)	(191)	(300)	(26,869)	(29,08

23. LOANS AND RECEIVABLES DUE FROM RELATED PARTIES

In millions of tenge	**December 31, 2025**	December 31, 2024
At amortized cost		
NB RK notes *(Note 32)*	**37,378**	38,329
Loans due from related parties *(Note 32)*	**38,024**	35,074
Bonds receivable from Samruk-Kazyna *(Note 32)*	**24,160**	32,539
Other	**8,386**	6,933
Less: allowance for expected credit losses	**(772)**	(705)
	107,176	112,170
At fair value through profit or loss		
Loans due from related parties *(Note 32)*	**148,366**	82,945
Guaranteed returns from shareholder of joint venture	**11,289**	10,798
	159,655	93,743
Total loans and receivables due from related parties	**266,831**	205,913

Loans and receivables due from related parties are denominated in the following currencies:

In millions of tenge	**December 31, 2025**	December 31, 2024
US dollars	**168,014**	100,657
Tenge	**98,817**	105,256
	266,831	205,913

In millions of tenge	**December 31, 2025**	December 31, 2024
Current portion	**59,584**	84,240
Non-current portion	**207,247**	121,673
	266,831	205,913

Movements in the allowance for expected credit losses of loans and receivables due from related parties were as follows:

In millions of tenge	
As at December 31, 2023	1,863
Charged, net	(73)
Written off	(1,086)
Foreign currency translation	1
As at December 31, 2024	**705**
Charged, net	**115**
Written off	**(47)**
Foreign currency translation	**(1)**
As at December 31, 2025	**772**

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

23. LOANS AND RECEIVABLES DUE FROM RELATED PARTIES (continued)

As at December 31, 2025 and 2024, for credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). Since initial recognition of the loans and receivables due from related parties there have been no significant increases in credit risk.

24. CASH AND CASH EQUIVALENTS

In millions of tenge	**December 31, 2025**	December 31, 2024
Term deposits with banks − US dollar	**811,660**	848,432
Term deposits with banks − tenge	**152,321**	172,922
Term deposits with banks − other currencies	**54,910**	60,346
Current accounts with banks − US dollar	**105,433**	78,600
Current accounts with banks − tenge	**4,486**	7,786
Current accounts with banks − other currencies	**31,515**	17,689
The contracts of reverse repo with original maturities of three months or less	**32,804**	26,395
Cash in transit	**3,381**	1,864
Cash-on-hand and cheques	**1,756**	2,487
Less: allowance for expected credit losses	**(81)**	(70)
	1,198,185	1,216,451

Term deposits with banks are made for various periods of between one day and three months, depending on the immediate cash requirements of the Group.

As at December 31, 2025, the weighted average interest rate for time deposits with banks was 3.89% in US dollars, 17.37% in tenge and 6.06% in other currencies (December 31, 2024: 4.22% in US dollars, 14.53% in tenge and 5.18% in other currencies).

As at December 31, 2025 and 2024, cash and cash equivalents were not pledged as collateral for obligations of the Group.

25. EQUITY

Share capital

Total number of outstanding, issued and paid shares comprises:

In millions of tenge	**December 31, 2025 and 2024**
Number of shares issued and paid, including	**610,119,493**
Par value of 27,726.63 tenge	137,900
Par value of 10,000 tenge	20,719,604
Par value of 5,000 tenge	59,707,029
Par value of 2,500 tenge	71,104,187
Par value of 2,451 tenge	1
Par value of 1,000 tenge	1
Par value of 921 tenge	1
Par value of 858 tenge	1
Par value of 838 tenge	1
Par value of 704 tenge	1
Par value of 592 tenge	1
Par value of 500 tenge	458,450,766
Share capital (thousands of tenge)	**916,540,545**

As at December 31, 2025 and 2024, the Company had only one class of issued shares. As at December 31, 2025 and 2024, common shares in the number of 239,440,103 were authorized, but not issued. In 2025, there was no issuance of any ordinary share.

Dividends

In 2025, based on the decision of Shareholders, the Company declared and paid off dividends for 2024 of 491.71 tenge per common share in the total of 300,002 million tenge (2024: declared and paid-off dividends for 2023 of 491.71 tenge per common share in the total of 300,002 million tenge).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

25. EQUITY (continued)

Dividends (continued)

In 2025, the Group declared and paid-off dividends to the non-controlling interest holders of KTO and KMGI in the total amount of 3,635 million tenge and 3,572 million tenge, respectively (2024: 2,820 million tenge and 2,759 million tenge, respectively).

Transactions with Samruk-Kazyna

In 2025, the Company provided Samruk-Kazyna with a loan of 10,500 million tenge with a maturity date in 2035 and an interest rate of 0.10%. The difference between the fair value of the loan at the recognition date and its nominal value was recorded as Transactions with Samruk-Kazyna in the consolidated statement of changes in equity in the amount of 8,836 million tenge.

On March 20, 2024, the coupon rate of the bonds placed in 2022 by the Company and purchased by Samruk-Kazyna was increased from 3.00% to 9.30%. In accordance with IFRS 9 the increase in the nominal rate led to a significant modification of the financial instrument, namely the derecognition of bonds with a coupon rate of 3.00% and the recognition of bonds with a coupon rate of 9.30%.

The difference between the carrying value and the fair value of the bond derecognized at the date of modification was recognized within finance income *(Note 14)* in these consolidated financial statements in the amount of 59,769 million tenge.

The negative difference of 293,288 million tenge between the fair value of the bond derecognized and the fair value of the newly recognized bond was presented as a transaction with Samruk-Kazyna in the interim condensed consolidated statement of changes in equity.

Distributions to Samruk-Kazyna

In 2025, in accordance with the Government decree on the construction of social objects in Zhana-ozen town and housing for the residents, living in Zhana-ozen town, the Group accrued liabilities and paid liabilities for 4,199 million tenge and 1,644 million tenge, respectively (2024: 16 million tenge and 2,059 million tenge, respectively).

Other operations with Samruk-Kazyna

In 2024, the Group increased the provision for liabilities related to the construction of the Sports Complex in Uralsk city, accrued in 2023, in accordance with the Order of the President of the RK, by 1,989 million tenge.

The facility was commissioned on 22 January, 2025. As of 31 December 2024, the Group offset the accrued construction liability against the carrying amount of the Sports Complex in the amount of 19,914 million tenge.

Book value per share

In accordance with the decision of KASE dated October 4, 2010, financial statements shall disclose book value per share (ordinary and preferred) as of the reporting date, calculated in accordance with the KASE rules.

In millions of tenge	**December 31, 2025**	December 31, 2024
Total assets	**18,848,445**	18,934,647
Less: intangible assets	**881,420**	943,156
Less: total liabilities	**6,462,120**	7,010,363
Net assets	**11,504,905**	10,981,128
Number of ordinary shares	**610,119,493**	610,119,493
Book value per ordinary share (in thousand tenge)	**18.857**	17.998

Earnings per share

In thousand tenge	**2025**	2024
Weighted average number of common shares for basic and diluted earnings per share	**610,119,493**	610,119,493
Basic and diluted earnings per share	**1.705**	1.794

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

25. EQUITY (continued)

Non-controlling interests

The following tables illustrate information of subsidiaries in which the Group has significant non-controlling interests:

	Country of incorporation and operation	**December 31, 2025**		December 31, 2024	
		Non-controlling shares	**Carrying value**	Non-controlling shares	Carrying value
Rompetrol Downstream S.R.L.	Romania	**45.37%**	**90,997**	45.37%	82,724
KTO	Kazakhstan	**10.00%**	**70,641**	10.00%	63,870
Rompetrol Petrochemicals S.R.L.	Romania	**45.37%**	**24,797**	45.37%	22,120
Rompetrol Vega	Romania	**45.37%**	**(35,097)**	45.37%	(29,521)
Rompetrol Rafinare S.A.	Romania	**45.37%**	**(289,265)**	45.37%	(310,421)
Other			**55,834**		61,440
			(82,093)		(109,788)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

25. EQUITY (continued)

Non-controlling interests (continued)

The following tables illustrate summarized financial information of subsidiaries on a stand-alone basis, in which the Group has significant non-controlling interests as at December 31, 2025 and for the year then ended:

In millions of tenge	Rompetrol Downstream S.R.L.	KTO	Rompetrol Petrochemicals S.R.L.	Rompetrol Vega	Rompetrol Rafinare S.A.
Summarized statement of financial position					
Non-current assets	**128,376**	**843,988**	**1,983**	**25,441**	**176,091**
Current assets	**308,810**	**188,081**	**53,341**	**14,458**	**88,049**
Non-current liabilities	**(76,754)**	**(180,645)**	**(476)**	**(46,679)**	**(206,780)**
Current liabilities	**(159,875)**	**(125,006)**	**(195)**	**(70,574)**	**(694,902)**
Total equity	**200,557**	**726,418**	**54,653**	**(77,354)**	**(637,542)**
Attributable to:					
Equity holder of the Parent Company	**109,560**	**655,777**	**29,856**	**(42,257)**	**(348,277)**
Non-controlling interests	**90,997**	**70,641**	**24,797**	**(35,097)**	**(289,265)**
Summarized statement of comprehensive income					
Revenue from contracts with customers	**1,033,467**	**357,478**	**–**	**115,398**	**2,007,243**
Profit/(loss) for the year from continuing operations	**25,992**	**98,449**	**8,791**	**(15,082)**	**12,993**
Total comprehensive income/(loss) for the year, net of tax	**18,234**	**100,779**	**5,901**	**(12,290)**	**46,628**
Attributable to:					
Equity holder of the Parent Company	**9,961**	**90,701**	**3,224**	**(6,714)**	**25,472**
Non-controlling interests	**8,273**	**10,078**	**2,677**	**(5,576)**	**21,156**
Dividends declared to non-controlling interests	**–**	**(3,307)**	**–**	**–**	**–**
Summarized cash flow information					
Operating activity	**81,236**	**109,840**	**6**	**4,650**	**178,407**
Investing activity	**(25,324)**	**(20,852)**	**–**	**(4,499)**	**(65,647)**
Financing activity	**(55,424)**	**(44,235)**	**–**	**(157)**	**(132,479)**
Net increase/(decrease) in cash and cash equivalents	**488**	**43,201**	**5**	**(7)**	**(19,719)**

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

25. EQUITY (continued)

Non-controlling interests (continued)

The following tables illustrate summarized financial information of subsidiaries on a stand-alone basis, in which the Group has significant non-controlling interests as at December 31, 2024 and for the year then ended:

In millions of tenge	Rompetrol Downstream S.R.L.	KTO	Rompetrol Petrochemicals S.R.L.	Rompetrol Vega	Rompetrol Rafinare S.A.
Summarized statement of financial position					
Non-current assets	133,296	840,928	2,897	27,976	118,375
Current assets	234,461	139,023	46,503	17,223	56,753
Non-current liabilities	(71,025)	(204,199)	(500)	(47,700)	(176,147)
Current liabilities	(114,409)	(112,191)	(147)	(62,563)	(683,150)
Total equity	182,323	663,561	48,753	(65,064)	(684,169)
Attributable to:					
Equity holder of the Parent Company	99,599	599,691	26,633	(35,543)	(373,748)
Non-controlling interests	82,724	63,870	22,120	(29,521)	(310,421)
Summarized statement of comprehensive income					
Revenue from contracts with customers	889,308	311,900	–	87,742	1,522,309
Profit/(loss) for the year from continuing operations	8,990	65,092	1,312	402	(31,651)
Total comprehensive income/(loss) for the year, net of tax	33,477	72,136	7,821	(9,257)	(125,792)
Attributable to:					
Equity holder of the Parent Company	18,288	64,922	4,273	(5,057)	(68,718)
Non-controlling interests	15,189	7,214	3,548	(4,200)	(57,074)
Dividends declared to non-controlling interests	–	(2,500)	–	–	–
Summarized cash flow information					
Operating activity	7,648	90,771	–	22,895	495,168
Investing activity	(4,358)	(69,457)	–	(22,862)	(540,019)
Financing activity	(7,147)	(27,500)	–	(61)	16,742
Net decrease in cash and cash equivalents	(3,858)	(4,029)	–	(28)	(28,109)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

26. BORROWINGS

In millions of tenge	**December 31, 2025**	December 31, 2024
Fixed interest rate borrowings	**3,062,408**	3,396,818
Weighted average nominal interest rates	**6.09%**	6.25%
Floating interest rate borrowings	**459,539**	570,583
Weighted average nominal interest rates	**7.02%**	8.41%
	3,521,947	3,967,401

As at December 31, 2025 and 2024, borrowings are denominated in the following currencies:

In millions of tenge	**December 31, 2025**	December 31, 2024
US dollar	**2,422,291**	2,982,986
Tenge	**802,117**	937,610
Euro	**198,232**	35,601
Chinese Yuan	**89,798**	–
Other currencies	**9,509**	11,204
	3,521,947	3,967,401

In millions of tenge	**December 31, 2025**	December 31, 2024
Current portion	**278,423**	323,290
Non-current portion	**3,243,524**	3,644,111
	3,521,947	3,967,401

As at December 31, 2025 and 2024, the bonds comprised:

In millions of tenge	**Issuance amount**	**Redemption date**	**Effective Interest Rate**	**December 31, 2025**	December 31, 2024
Bonds					
AIX and HKEX 2025	1.25 billion CNY	2030	2.95%	**89,798**	–
KASE 2023	70 billion KZT	2033	11.74% (0.50% nominal interest rate)	**43,411**	45,873
KASE 2022	751.6 billion KZT	2035	12.105% (9.30% nominal interest rate)	**649,876**	642,749
Bonds LSE 2020	750 million USD	2033	3.50%	**381,578**	396,299
Bonds LSE 2018	1.25 billion USD	2030	5.375%	**629,635**	653,507
Bonds LSE 2018	1.5 billion USD	2048	6.375%	**625,316**	778,795
Bonds LSE 2017	1.25 billion USD	2047	5.75%	**493,105**	639,143
Bonds LSE 2017	1 billion USD	2027	4.75%	**127,103**	131,604
Total				**3,039,822**	3,287,970

In October 2025, the Company issued bonds denominated in Chinese yuan with a coupon rate of 2.95% and an interest rate of 3.15% as part of a new medium-term bond program totaling 10 billion Chinese yuan, registered on the Hong Kong Stock Exchange (HKEX) and the Astana International Exchange (AIX). The bonds have a maturity of 5 years and a nominal value of 1,250 million Chinese yuan (equivalent to 93,338 million tenge).

In December 2025, the Company partially redeemed its bonds listed on the London Stock Exchange (LSE) with maturities in 2047 and 2048 and a nominal value of 500 million US dollars (equivalent to 243,286 million tenge).

On March 20, 2024, the coupon rate of the bonds placed in 2022 by the Company and purchased by Samruk-Kazyna was increased from 3.00% to 9.30%. In accordance with IFRS 9 the increase in the nominal rate led to a significant modification of the financial instrument, namely the derecognition of bonds with a coupon rate of 3.00% and the recognition of bonds with a coupon rate of 9.30%. The difference between the carrying value and the fair value of the bond derecognized at the date of modification was recognized within other finance income *(Note 14)* in these consolidated financial statements in the amount of 59,769 million tenge. The negative difference of 293,288 million tenge between the fair value of the bond derecognized and the fair value of the newly recognized bond was presented as a transaction with Samruk-Kazyna in the consolidated statement of changes in equity *(Note 25)*.

In 2024, the Company made an early partial redemption of bonds placed on the LFB with a maturity date of 2027 and a nominal value of 1 billion US dollars, in the amount of 750 million US dollars (equivalent to 358,171 million tenge).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

26. BORROWINGS (continued)

As at December 31, 2025 and 2024, the borrowings comprised:

In millions of tenge	**Issuance amount**	**Redemption date**	**Effective Interest Rate**	**December 31, 2025**	December 31, 2024
Loans					
The Syndicate of banks (Unicredit Bank, ING Bank, BCR, Raiffeisen Bank, Garanti Bank, Banca Transilvania, Intesa Sanpaolo)	551.8 million USD[1]	2026	ROBOR 1M+2.05% SOFR 1M+2.05% EURIBOR 1M+2.00% EURIBOR 1M+2.05%	**142,067**	149,937
Bank of Tokyo-Mitsubishi UFJ, Ltd (London Branch)	300 million USD	2026	COF[2] (3.76%) + 1.80%	**54,682**	91,405
Cargill	100 million USD	2026	SOFR 3M+2.80%	**50,792**	52,732
The Syndicate of banks (BCR, Raiffeisen Bank, Banca Transilvania, UniCredit Bank, Garanti Bank)	83 million EUR	2029	EURIBOR 6M + 3.00%	**30,471**	28,471
Halyk bank	41.4 billion KZT	2032	Key Rate of National Bank of RK + 1.50%	**29,544**	31,157
The European Bank for Reconstruction and Development (EBRD)	61 billion KZT	2028	CPI 6M + 4.00% CPI + 3.75%	**26,332**	37,730
The Eurasian Development Bank	21 billion KZT	2033	Base rate of NBRK – 2.00% 15.20%	**24,982**	22,107
Development bank of Kazakhstan JSC (DBK)	79 billion KZT	2028	(7.99% nominal rate)	**22,587**	43,892
Credit Agricole	150 million USD	2026	COF (3.86%) + 1.75% ROBOR 1M + 2.00% SOFR1M + 2.00%	**22,118**	–
Banca Transilvania	57.96 million EUR	2026	EURIBOR 1M+2.00%	**19,913**	17,975
ING Bank NV	250 million USD	2026	COF (3.8%) + 2.00%	**19,760**	7,714
Banca Transilvania	119 million RON	2030	ROBOR 3M + 1.10%	**8,913**	10,087
Halyk Bank	169 billion KZT	2032	19.50%	**5,385**	49,219
Halyk Bank	110 billion KZT	2025	11.00%	–	64,883
Eni Isatay	–	After the start of commercial mining	CME TERM SOFR + 3.00%	–	24,761
BCP	170 million USD	2026	COF (4.09%) + 1.50%	–	21,181
Other	–	–	–	**24,579**	26,180
Total				**482,125**	679,431

[1] *275.9 million USD with revolving credit facility;*

[2] *Cost of funding.*

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

26. BORROWINGS (continued)

In 2025, Atyrau Refinery fully repaid a loan from Halyk Bank for a total amount of 64,883 million tenge, including interest.

In 2025, KMGI partially repaid a loan from Bank of Tokyo-Mitsubishi UFJ, Ltd. for a total amount of 76.29 million US dollars (equivalent to 39,773 million tenge), including interest.

In 2025, KMGI received a Syndicated loan for a total amount of 279.49 million US dollars (equivalent to 145,702 million tenge) and made a partial repayment for a total amount of 311,099 million US dollars (equivalent to 162,179 million tenge), including interest.

In 2025, KMGI received a loan from Credit Agricole for a total amount of 43.75 million US dollars (equivalent to 22,808 million tenge) at a COF rate of (3.86%) + 1.75% and maturing by the end of 2026.

In 2025, based on the notification of the Ministry of Energy of the RK on the termination of the contract for subsoil use under the Abai project, the Company derecognized the loan received from Eni Isatay in the amount of 24,775 million tenge, including interest *(Note 14)*.

In 2024, KMGI partially repaid a Syndicated loan for a total amount of 71.88 million US dollars (equivalent to 33,735 million tenge), including interest.

In 2024, KMGI received a loan from Bank of Tokyo-Mitsubishi UFJ, Ltd. for a total amount of 35.91 million US dollars (equivalent to 16,854 million tenge) at a COF rate of (4.33%) + 1.50% and maturing by the end of 2025 to finance working capital.

In 2024, Atyrau Refinery and Pavlodar Refinery partially repaid the loan of DBK for a total amount of 46,688 million tenge, including interest.

In 2024, Atyrau Refinery received a loan from the EBRD for a total amount of 26,600 million tenge at a rate of CPI + 3.75% and maturing until 2028 to refinance the loan from Halyk Bank.

In 2024, Atyrau Refinery and KTO partially repaid a loan from Halyk Bank totaling 21,000 million tenge, including interest.

In 2024, KMGI repaid a loan from ING Bank in the total amount of 29.21 million US dollars (equivalent to 13,709 million tenge).

In 2024, Kazakh Gas Processing Plant LLP, subsidiary of the Company, received a loan from Halyk Bank for a total amount of 48,246 million tenge at a Base rate of National Bank of RK + 1.50% and maturing by the end of 2032 for the construction of Oil and Gas Refinery plant.

In 2024, based on the notification of the Ministry of Energy of the RK on the termination of the contract for subsoil use under the Zhenis project, the Company derecognized the loan received from Lukoil Kazakhstan Upstream (carry-financing) in the amount of 48,432 million tenge *(Note 14)*.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

26. BORROWINGS (continued)

Changes in liabilities arising from financing activities:

In millions of tenge	2025				2024			
	Short-term loans	**Long-term loans**	**Bonds**	**Total**	Short-term loans	Long-term loans	Bonds	Total
On January 1	**151,541**	**527,890**	**3,287,970**	**3,967,401**	214,457	496,360	3,046,277	3,757,094
Received in cash	**59,271**	**148,346**	**92,224**	**299,841**	34,975	179,919	–	214,894
Repayment of principal in cash	**(81,210)**	**(299,005)**	**(258,017)**	**(638,232)**	(118,862)	(145,496)	(383,051)	(647,409)
Interest accrued *(Note 14)*	**11,564**	**38,787**	**234,134**	**284,485**	19,383	41,729	218,115	279,227
Interest paid*	**(11,623)**	**(44,614)**	**(216,405)**	**(272,642)**	(19,422)	(34,195)	(192,286)	(245,903)
Effect of loan modification	**–**	**–**	**–**	**–**	–	–	233,519	233,519
Foreign currency translation	**(5,042)**	**(9,251)**	**–**	**(14,293)**	21,907	32,849	–	54,756
Foreign exchange (gain)/loss used for hedge of a net investment	**–**	**–**	**(92,338)**	**(92,338)**	–	–	358,847	358,847
Foreign exchange loss/(gain)	**1,877**	**9,022**	**(4,532)**	**6,367**	(897)	2,245	6,549	7,897
Derecognition of loan *(Note 14)*	**–**	**(24,775)**	**–**	**(24,775)**	–	(48,442)	–	(48,442)
Other	**–**	**9,345**	**(3,212)**	**6,133**	–	2,921	–	2,921
On December 31	**126,378**	**355,745**	**3,039,824**	**3,521,947**	151,541	527,890	3,287,970	3,967,401
Current portion	**126,378**	**105,405**	**46,640**	**278,423**	151,541	122,729	49,020	323,290

Non-current portion	–	**250,340**	**2,993,184**	**3,243,524**	–	405,161	3,238,950	3,644,111

* *The repayment of the interest is classified in the consolidated statement of cash flows as operating cash flows.*

Covenants

The Group is required to comply with financial and non-financial covenants under the terms of all credit documentation. Financial covenants require the Group to comply with certain metrics such as total net debt to EBITDA, minimum interest coverage and others. Under the terms of the credit documentation, failure to comply with covenants may result in the repayment of these long-term financings upon demand. As at December 31, 2025 and December 31, 2024, the Group complied with all financial and non-financial covenants. According to credit documentation the next remeasurement date for the covenants is 31 March 2026.

26. BORROWINGS (continued)

Hedge of net investment in the foreign operations

The LSE bonds issued by the Company in 2017-2020 and denominated in US dollars were identified as hedging instruments for net investments in the Group's foreign subsidiaries: TCO, KMG Kashagan BV and KMG Karachaganak. As of December 31, 2025, the nominal value of the bonds issued by the Company in 2017-2020 was USD 4,500 million (USD 5,000 million as of December 31, 2024). The maturity of the hedging instruments ranges from 2 to 23 years. In 2025, an exchange gain of 92,338 million tenge (2024: an exchange loss of 358,847 million tenge) was reclassified to other comprehensive income and offset against the currency translation differences of foreign operations, mentioned above.

27. LEASE LIABILITIES

Future minimum lease payments under leases together with the present value of the net minimum lease payments comprised the following:

	Lease payments		Present value of minimum lease payments	
In millions of tenge	**December 31, 2025**	December 31, 2024	**December 31, 2025**	December 31, 2024
Within one year	**22,05**	26,47	**16,67**	20,88
Two to five years inclusive	**61,22**	56,14	**35,80**	29,30
After five years	**100,36**	102,32	**76,48**	74,02
	183,65	184,94	**128,97**	124,21
Less: amounts representing finance costs	**(54,68(**	(60,73(	**–**	–
Present value of lease payments	**128,97**	124,21	**128,97**	124,21
Less: amounts due for settlement within 12 months	**(22,05⁴**	(26,471	**(16,677**	(20,882
Amounts due for settlement after 12 months	**161,59**	158,47	**112,29**	103,33

As at December 31, 2025, interest calculation was based on effective interest rates ranging from 2.95% to 19.00% (December 31, 2024: from 2.95% to 25.29%).

Changes in lease liabilities for the year ended December 31, 2025 and 2024:

In millions of tenge	**2025**	2024
On January 1	**124,216**	105,280
Additions of leases	**12,882**	23,790
Interest accrued *(Note 14)*	**9,343**	8,444
Repayment of principal	**(29,520)**	(26,118)
Interest paid	**(1,157)**	(1,279)
Foreign exchange loss/(gain)	**9,550**	(4,611)
Foreign currency translation	**(4,432)**	14,842
Modification	**10,240**	7,386
Early termination	**(906)**	(2,661)
Other	**(1,244)**	(857)
On December 31	**128,972**	124,216

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

28. PROVISIONS

In millions of tenge	Asset retirement obligations	Provision for environ-mental obligation	Provision for taxes	Other	Total
As at December 31, 2023	208,705	77,061	6,974	47,055	339,795
Foreign currency translation	11,879	9,137	158	3,002	24,176
Change in estimate	(18,446)	(210)	–	(14)	(18,670)
Unwinding of discount *(Note 14)*	17,082	1,647	–	141	18,870
Provision for the year	4,225	–	61	6,601	10,887
Transfers and reclassifications to other financial liabilities	–	–	–	(4,742)	(4,742)
Unused amounts reversed	(788)	(2,377)	(4,305)	(131)	(7,601)
Use of provision	(1,465)	(6,139)	–	(27,458)	(35,062)
As at December 31, 2024	**221,192**	**79,119**	**2,888**	**24,454**	**327,653**
Foreign currency translation	**(3,449)**	**(2,558)**	**(37)**	**(718)**	**(6,762)**
Change in estimate	**(43,516)**	**(25)**	**–**	**(23)**	**(43,564)**
Unwinding of discount *(Note 14)*	**20,097**	**1,204**	**–**	**139**	**21,440**
Provision for the year	**7,142**	**1,305**	**789**	**10,639**	**19,875**
Reclassification from tax liabilities	**–**	**–**	**2,243**	**–**	**2,243**
Unused amounts reversed	**(278)**	**(8,067)**	**(1,461)**	**(2,263)**	**(12,069)**
Use of provision	**(1,210)**	**(1,704)**	**(689)**	**(8,343)**	**(11,946)**
As at December 31, 2025	**199,978**	**69,274**	**3,733**	**23,885**	**296,870**

Detailed description of significant provisions, including critical estimates and judgments used, is included in *Note 4*.

Current portion and long-term portion are segregated as follows:

In millions of tenge	Asset retirement obliga-tions	Provision for environ-mental obligation	Provision for taxes	Other	Total
Current portion	**1,374**	**1**	**1,518**	**14,218**	**17,111**
Long-term portion	**198,604**	**69,273**	**2,215**	**9,667**	**279,759**
As at December 31, 2025	**199,978**	**69,274**	**3,733**	**23,885**	**296,870**
Current portion	1,440	1,910	2,888	13,286	19,524
Long-term portion	219,752	77,209	–	11,168	308,129
As at December 31, 2024	221,192	79,119	2,888	24,454	327,653

29. TRADE ACCOUNTS PAYABLE AND OTHER FINANCIAL AND NON-FINANCIAL LIABILITIES

In millions of tenge	December 31, 2025	December 31, 2024
Trade accounts payable	**546,873**	598,787
Other financial liabilities		
Due to employees	**86,922**	78,950
Other trade payables	**28,627**	40,534
Derivative financial instruments	**383**	2,950
Other	**64,833**	53,812
	180,765	176,246
Current portion	**179,684**	169,150
Non-current portion	**1,081**	7,096
	180,765	176,246
Other non-financial liabilities		
Contract liabilities	**202,973**	227,046
Other	**53,313**	15,432
	256,286	242,478
Current portion	**188,478**	206,303
Non-current portion	**67,808**	36,175
	256,286	242,478

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

29. TRADE ACCOUNTS PAYABLE AND OTHER FINANCIAL AND NON-FINANCIAL LIABILITIES (continued)

Other financial liabilities include current financial liability arising from a put option liability to repurchase a stake in the share capital of the Kazakh-Romanian Energy Investment Fund on behalf of the Romanian Society for the Administration of Energy Participation in the amount of 15,085 million tenge (as at December 31, 2024: 14,774 million tenge).

Other non-financial liabilities include long term tax liabilities of KMGI payable until 2030 in accordance with the payment schedule approved by the Romanian tax authorities and reclassified from current tax liabilities in the amount of 36,585 million tenge (as of December 31, 2024: nil tenge).

During 2025, the Group met contractual obligations by providing services for the transportation of oil and sale of petroleum products, and recognized revenue from these contractual obligations in the amount of 155,425 million tenge (2024: 91,795 million tenge).

As of December 31, 2025, and 2024, trade accounts payable were denominated in the following currencies:

In millions of tenge	December 31, 2025	December 31, 2024
US dollars	**298,867**	389,492
Tenge	**152,628**	137,939
Romanian Leu	**72,598**	56,388
Euro	**15,162**	6,296
Other currency	**7,618**	8,672
Total	**546,873**	598,787

As at December 31, 2025 and 2024, trade accounts payable and other financial liabilities were non-interest bearing.

30. OTHER TAXES PAYABLE

In millions of tenge	December 31, 2025	December 31, 2024
VAT	**70,969**	28,394
Rent tax on crude oil export	**33,808**	15,071
Mineral Extraction Tax	**19,732**	15,782
Social tax	**7,665**	7,436
Turnover tax	**6,766**	4,847
Individual income tax	**4,911**	6,042
Withholding tax from non-residents	**4,867**	59
Excise tax	**2,259**	1,871
Other	**3,856**	4,129
	154,833	83,631

31. INCOME TAX EXPENSES

As at December 31, 2025, income taxes prepaid of 62,515 million tenge (as at December 31, 2024: 41,170 million tenge) are mainly represented by corporate income tax. As at December 31, 2025, income taxes payable of 22,688 million tenge (as at December 31, 2024: 15,600 million tenge) are mainly represented by corporate income tax.

Income tax expense comprised the following for the years ended December 31, 2025 and 2024:

In millions of tenge	2025	2024
Current income tax		
Corporate income tax	**274,446**	168,573
Withholding tax on dividends and interest income	**135,739**	81,138
Alternative mineral extraction tax	**3,084**	2,628
Excess profit tax	**1,229**	1,149
Deferred income tax		
Corporate income tax	**(2,452)**	131,419
Alternative mineral extraction tax	**4,082**	5,734
Withholding tax on dividends	**(56,425)**	(27,554)
Income tax expenses	**359,703**	363,087

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

31. INCOME TAX EXPENSES (continued)

A reconciliation of income tax expenses applicable to profit before income tax at the statutory income tax rate (20% in 2025 and 2024) to income tax expenses was as follows for the years ended December 31:

In millions of tenge	**2025**	2024
Profit before income tax	**1,431,757**	1,457,334
Statutory tax rate	**20%**	20%
Income tax expense on accounting profit	**286,351**	291,467
Share in profit of joint ventures and associates	**(94,258)**	(60,724)
Other non-deductible expenses and non-taxable income	**16,667**	7,469
Effect of different corporate income tax rates	**63,234**	61,780
Alternative mineral extraction tax	**7,166**	8,362
Excess profit tax	**1,229**	1,149
Withholding tax on dividends and interest income	**79,314**	53,584
Income tax expenses	**359,703**	363,087

KMG Kashagan B.V. and KMG Karachaganak have a Production Sharing Agreement and a Final Production Sharing Agreement, respectively, that provide for a stabilized tax regime under the 1997 Tax Code, which must be applied throughout the entire abovementioned agreements period. The most significant tax impact of the stabilized tax regime is the application of a 30% corporate income tax rate to taxable profit.

Income tax rates for companies operating in jurisdictions such as the Netherlands, Romania and Switzerland range from 11.89% to 25.80%.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

31. INCOME TAX EXPENSES (continued)

Deferred tax balances, calculated by applying the statutory tax rates effective at the respective reporting dates to the temporary differences between the tax basis of assets and liabilities and the amounts reported in the consolidated financial statements, are comprised of the following at December 31:

	2025					2024				
In millions of tenge	**Corporate income tax**	**Alternative mineral extraction tax**	**Withholding tax**	**Total**	**Recognized in profit and loss**	Corporate income tax	Alternative mineral extraction tax	Withholding tax	Total	Recognized in profit and loss
Deferred tax assets										
Property, plant and equipment	**33,545**	**–**	**–**	**33,545**	**9,651**	23,894	–	–	23,894	875
Tax loss carryforward	**439,960**	**–**	**–**	**439,960**	**(168,860)**	608,820	–	–	608,820	(74,465)
Employee benefits related accruals	**6,990**	**–**	**–**	**6,990**	**1,630**	5,360	–	–	5,360	(2,268)
Impairment of financial assets	**5**	**–**	**–**	**5**	**(9,356)**	9,361	–	–	9,361	1,256
Environmental liability	**1,918**	**–**	**–**	**1,918**	**(152)**	2,070	–	–	2,070	(961)
Other	**90,378**	**–**	**–**	**90,378**	**(24,037)**	86,668	4,291	–	90,959	59,281
Less: unrecognized deferred tax assets	**(410,018)**	**–**	**–**	**(410,018)**	**173,502**	(583,520)	–	–	(583,520)	(32,179)
Less: deferred tax assets offset with deferred tax liabilities	**(128,239)**	**–**	**–**	**(128,239)**	**(22,000)**	(106,239)	–	–	(106,239)	117,074
Deferred tax assets	**34,539**	**–**	**–**	**34,539**	**(39,622)**	46,414	4,291	–	50,705	68,613
Deferred tax liabilities										
Property, plant and equipment	**837,756**	**22**	**–**	**837,778**	**(20,572)**	858,119	231	–	858,350	88,577
Undistributed earnings of joint ventures and associates	**–**	**–**	**554,748**	**554,748**	**(56,425)**	–	–	634,427	634,427	(27,554)
Other	**9,749**	**–**	**–**	**9,749**	**4,580**	5,298	–	–	5,298	115
Less: deferred tax assets offset with deferred tax liabilities	**(128,239)**	**–**	**–**	**(128,239)**	**(22,000)**	(106,239)	–	–	(106,239)	117,074
Deferred tax liabilities	**719,266**	**22**	**554,748**	**1,274,036**	**(94,417)**	757,178	231	634,427	1,391,836	178,212
Net deferred tax liability	**684,727**	**22**	**554,748**	**1,239,497**	**–**	710,764	(4,060)	634,427	1,341,131	
Deferred tax expense					**(54,795)**					109,599

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

31. INCOME TAX EXPENSES (continued)

Deferred corporate income tax and excess profit tax are determined with reference to individual subsoil use contracts. Deferred corporate income tax is also determined for activities outside of the scope of subsoil use contracts. A deferred tax asset is recognized only to the extent that it is probable that future taxable profits will be available against which the asset can be utilized. Deferred tax assets are reduced to the extent that it is no longer probable that the related tax benefit will be realized. Unrecognized deferred tax asset arising mainly from tax losses carry forward amounted to 410,018 million tenge as at December 31, 2025 (as at December 31, 2024: 583,520 million tenge).

Tax losses carry forward as at December 31, 2025 and 2024, in the RK expire for tax purposes after ten years from the date they are incurred.

The movements in the deferred tax liability/(asset) were as follows:

	2025				2024			
In millions of tenge	**Corporate income tax**	**Alternative mineral extraction tax**	**Withholding tax**	**Total**	Corporate income tax	Alternative mineral extraction tax	Withholding tax	Total
Net deferred tax liability as at January 1, net	**710,764**	**(4,060)**	**634,427**	**1,341,131**	495,63	(9,794)	571,270	1,057,11
Foreign currency translation	**(23,456)**	**–**	**(23,254)**	**(46,710)**	83,73	–	90,711	174,44
Tax (income)/expense during the year recognized in profit and loss	**(2,452)**	**4,082**	**(56,425)**	**(54,795)**	131,41	5,734	(27,554)	109,59
Tax expense during the year recognized in other comprehensive income	**(129)**	**–**	**–**	**(129)**	(26)	–	–	(26)
Net deferred tax liability as at December 31, net	**684,727**	**22**	**554,748**	**1,239,497**	710,76	(4,060)	634,427	1,341,13

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

32. RELATED PARTY DISCLOSURES

Terms and conditions of transactions with related parties

Parties are generally considered to be related if the parties are under common control or if one party has the ability to control the other party or can exercise significant influence or joint control over the other party in making financial and operational decisions. In considering each possible related party relationship, attention is directed to the substance of the relationship, not merely the legal form.

Related parties include the key management personnel of the Group, as well as the entities in which the key management personnel of the Grooup directly or indirectly hold a significant equity interest.

Other entities controlled by the Government are also related parties of the Group. Transactions with these entities are not disclosed if they are carried out in the ordinary course of business in accordance with legal requirements and conditions consistently applied to all public and private companies.

Related party transactions were made on terms agreed between the parties that may not necessarily be at market rates, except for certain regulated services, which are provided based on the tariffs available to related and third parties. Outstanding balances at the year-end are mainly unsecured and interest free and settlement occurs in cash, except as indicated below. The Group recognizes allowances for ECL on debt from related parties in accordance with the same principles and policies for ECL applied to determine ECL on debt owed to third parties.

Transactions balances

The following table provides the balances of transactions with related parties as at December 31, 2025 and 2024:

In millions of tenge	**December 31,**	**Due from related parties***	**Due to related parties***	**Cash and deposits placed with related parties**	**Borrowings payable to related parties**	**Financial assets and loans due from related parties**
Samruk-Kazyna	**2025**	**31,402**	**–**	**–**	**693,287**	**46,674**
	2024	28,451	–	–	688,622	54,317
Samruk-Kazyna entities	**2025**	**145,496**	**2,012**	**41,500**	**–**	**166**
	2024	29,336	2,716	56,849	–	172
Associates	**2025**	**10,404**	**3,980**	**–**	**–**	**–**
	2024	18,314	13,650	–	–	–
Other state-controlled parties	**2025**	**8,672**	**7,999**	**–**	**47,569**	**37,378**
	2024	2,611	3,407	–	65,999	38,329
Joint ventures	**2025**	**53,715**	**207,159**	**–**	**–**	**174,410**
	2024	32,014	177,411	–	–	106,338

* *The amounts are mainly classified as «Trade accounts receivables» and «Trade accounts payables»*

Due from/to related parties

Samruk-Kazyna and Samruk-Kazyna entities

As at December 31, 2025, due from related parties are mainly represented by trade receivables arising from the sale of oil products to JSC "NC Kazakhstan Temir Zholy", subsidiary of Samruk-Kazyna amounting to 140,380 million tenge (December 31, 2024: 26,027 million tenge).

In 2024, the Company sold investment property to Samruk-Kazyna with a carrying value of 13,503 million tenge. According to the terms of the purchase and sale agreement, the sales price was 22,872 million tenge with deferred payment until June 2027. The difference between the sales price, which is the fair value, and the nominal amount of the debt of Samruk-Kazyna in the amount of 8,741 million tenge is reflected in these consolidated financial statements as finance expenses *(Note 14)*.

Joint ventures

As at December 31, 2025, balances due to joint ventures were mainly represented by accounts payable for crude oil to TCO for 171,072 million tenge (December 31, 2024: 143,651 million tenge).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

32. RELATED PARTY DISCLOSURES (continued)

Cash and deposits placed with related parties

Samruk-Kazyna entities

As at December 31, 2025, the Group has current accounts and term deposits consisting of cash in tenge and dollars on the accounts of Kazpost JSC, subsidiary of Samruk-Kazyna, in the total amount of 41,500 million tenge (December 31, 2024: 56,849 million tenge). The interest rates vary from 3.3% to 3.6% per annum on dollar denominated amounts and 17% for tenge denominated amounts.

Borrowings payable to related parties

Samruk-Kazyna

As at December 31, 2025, the borrowings payable to related parties were mainly represented by the bonds placed by the Company in 2022 and acquired by Samruk-Kazyna for 649,876 million tenge (December 31, 2024: 642,749 million tenge) *(Note 26)*.

Other state-controlled parties

As at December 31, 2025, the borrowings payable to related parties include loans received from DBK by Atyrau refinery and loans received from the Eurasian Development Bank by KTO in the total amount of 47,569 million tenge (December 31, 2024: loans received from DBK by Atyrau and Pavlodar refineries and loans received by KTO from Eurasian Development Bank in the total amount of 65,999 million tenge) *(Note 26)*.

Financial assets and loans due from related parties

Samruk-Kazyna

As at December, 31, 2025 financial assets and loans due from related parties were represented by a loan given by Karachaganak to Samruk-Kazyna in the amount of 22,576 million tenge (December 31, 2024: 21,838 million tenge) and by the bonds receivable from Samruk-Kazyna of 24,160 million tenge, net of expected credit losses (December 31, 2024: 22,461 million tenge).

Other state-controlled parties

During 2025, the Group purchased short-term notes of NB RK in the total amount of 446,814 million tenge with an interest rate of 16.08%. Short-term notes of NB RK acquired in 2024 and 2025 in the amount of 447,884 million tenge were redeemed.

During 2024, the Group purchased short-term notes of NB RK in the total amount of 308,147 million tenge with an interest rate of 13.71%. Short-term notes of NB RK acquired in 2023 and 2024 in the amount of 302,600 million tenge were redeemed.

Joint ventures

As at December, 31, 2025, financial assets and loans due from related parties were mainly represented by loans issued to KPI with interest rates of SOFR+2.8%, KKO with interest rates of SOFR+3% and interest free loan to UGL for the total amount of 162,326 million tenge (December 31, 2024: 94,732 million tenge).

As of 31 December 2025, the carrying amount of financial guarantee liabilities, provided to joint ventures Silleno and KPI to ensure their financial obligations amounted to 18,009 million tenge (31 December 2024: 858 million tenge).

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

32. RELATED PARTY DISCLOSURES (continued)

Transactions turnover

The following table provides the total amount of transactions, which have been entered into with related parties during 2025 and 2024:

In millions of tenge		Sales to related parties*	Purchases from related parties*	Interest earned from related parties	Interest incurred to related parties
Samruk-Kazyna	**2025**	**4,233**	**2,774**	**8,526**	**83,686**
	2024	33,966	6,740	66,305	80,315
Samruk-Kazyna entities	**2025**	**240,958**	**54,586**	**2,644**	**–**
	2024	135,107	83,775	2,542	–
Associates	**2025**	**43,868**	**81,118**	**17**	**–**
	2024	43,888	84,599	154	–
Other state-controlled parties	**2025**	**1,004**	**54,376**	**7,906**	**8,674**
	2024	1,329	49,934	7,458	10,773
Joint ventures	**2025**	**513,061**	**2,189,601**	**10,606**	–
	2024	410,418	1,744,984	13,534	6,324

* *The amounts are mainly classified as «Revenue from contracts with customers», «Cost of purchased oil, gas, petroleum products and other materials», «Production expenses», «Transportation and selling expenses» and «General and administrative expenses».*

Sales to related parties / purchases from related parties

Joint ventures

In 2025, sales to joint ventures were mainly represented by crude oil and petroleum products refinery services provided to KCEG for amount of 161,731 million tenge (2024: 87,871 million tenge), crude oil transportation services and drilling services provided to MMG for total amount of 79.320 million tenge (2024: 88.444 million tenge) and cargo servicing provided to TCO for 26,934 million tenge (2024: 21,138 million tenge).

In 2025, purchases from joint ventures were mainly attributable to purchases of crude oil from TCO for 2,107,480 million tenge (2024: 1,703,581 million tenge).

Key management employee compensation

Total compensation to key management personnel (members of the Boards of directors and Management boards of the Group, including the Company and its subsidiaries) included in general and administrative expenses in the consolidated statement of the comprehensive income was equal to 8,835 million tenge and 7,568 million tenge for the years ended December 31, 2025 and 2024, respectively. Compensation to key management personnel mainly consists of contractual salary and performance bonus based on operating results.

33. FINANCIAL RISK MANAGEMENT, OBJECTIVES AND POLICIES

The Group's main financial instruments mainly consist of borrowings, loans given, financial guarantees, cash and cash equivalents, bank deposits as well as accounts receivable and accounts payable. The Group is exposed to interest rate risk, foreign currency risk and credit risk. The Group further monitors the market risk and liquidity risk arising from all financial instruments.

Market risk

The Group takes on exposure to market risks. Market risks arise from open positions in interest rate, currency, and securities, all of which are exposed to general and specific market movements. The Group manages market risk through periodic estimation of potential losses that could arise from adverse changes in market conditions and establishing appropriate margin and collateral requirements. The sensitivity analyses in the following sections relate to the position as of December 31, 2025 and 2024.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

33. FINANCIAL RISK MANAGEMENT, OBJECTIVES AND POLICIES (continued)

Market risk (continued)

Foreign currency risk

As a result of significant borrowings and accounts payable denominated in the US dollars, the Group's consolidated statement of financial position can be affected significantly by movement in the US dollar/tenge exchange rates. The Group also has transactional currency exposures. Such exposure arises from revenues in US dollars. The Group has a policy on managing its foreign currency risk in US dollar by matching US dollar denominated financial assets with US dollar denominated financial liabilities. The following table demonstrates the sensitivity of the Group's profit before income tax (due to changes in the cash flows of monetary assets and liabilities) to a reasonably possible change in the US dollar and Euro exchange rate, with all other variables held constant,. The sensitivity of possible changes in exchange rates for other currencies are not considered due to its insignificance to the consolidated financial results of Group's operations.

In millions of tenge	Increase/ (decrease) in tenge to exchange rate	Effect on profit before tax
2025		
USD	**+9%**	**(30,113)**
	(9%)	**30,113**
EUR	**+11%**	**(22,141)**
	(11%)	**22,141**
2024		
USD	+9%	(100,651)
	(7%)	81,317
Euro	+9%	(2,396)
	(6%)	1,584

Interest rate risk

Interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in market interest rates. The Group's exposure to the risk of changes in market interest rates relates primarily to the Group's long-term borrowings with floating interest rates. The Group's policy is to manage its interest rate cost using a mix of fixed and variable rate borrowings. The following table demonstrates the sensitivity of the Group's profit before income tax (through the impact on floating rate borrowings) to a reasonably possible change in interest rates, with all other variables held constant,. There is no significant impact on the Group's equity.

In millions of tenge	Increase/ (decrease) in basis points	Effect on profit before tax
2025	**+0.22**	**(996)**
SOFR	**(0.22)**	**996**
2024		
SOFR	+4.50	(25,680)
	+0.39	(2,226)

Credit risk

The Group trades only with recognized, creditworthy parties. It is the Group's policy that all customers who wish to trade on credit terms are subject to credit verification procedures. In addition, receivable balances are monitored on an ongoing basis with the result that the Group's exposure to bad debts is not significant. There are no significant concentrations of credit risk within the Group.

With respect to credit risks arising on other financial assets of the Group, which comprise cash and cash equivalents, bank deposits, loans and receivables from related parties and other financial assets, the Group's exposure to credit risks arises from default of the counterparty, with a maximum exposure equal to the carrying amount of these instruments.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

33. FINANCIAL RISK MANAGEMENT, OBJECTIVES AND POLICIES (continued)

Credit risk (continued)

The table below shows the risk profile of the Group's cash and cash equivalents, short-term and long-term deposits held in banks as at December 31, 2025 and 2024, using the Fitch credit ratings, or in their absence, using their equivalent rates in S&P and Moody's:

	As at December 31	
	2025	2024
AA- to A+	**21%**	18%
A to A-	**65%**	65%
BBB+ to BBB-	**9%**	11%
BB+ to BB-	**5%**	6%

Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in raising funds to meet commitments associated with its financial liabilities. Liquidity risk may result from an inability to sell a financial asset quickly at close to its fair value.

Liquidity requirements are monitored on a regular basis and management ensures that sufficient funds are available to meet any commitments as they arise.

The table below summarizes the maturity profile of the Group's financial liabilities as at December 31, 2025 and 2024, based on contractual undiscounted payments.

In millions of tenge	Due less than 1 month	Due later than 1 month but not later than 3 months	Due later than 3 months but not later than 1 year	Due later than 1year but not later than 5 years	Due after 5 years	Total
As at December 31, 2025						
Borrowings*	–	**3,854**	**436,344**	**1,872,240**	**3,911,492**	**6,223,930**
Trade accounts payable	**263,021**	**263,928**	**18,824**	**983**	**251**	**547,007**
Financial guarantees**	**231,843**	–	–	–	–	**231,843**
Lease liabilities	**2,620**	**4,562**	**15,423**	**62,886**	**103,685**	**189,176**
Other financial liabilities	**21,664**	**29,782**	**40,668**	**37,595**	–	**129,709**
	519,148	**302,126**	**511,259**	**1,973,704**	**4,015,428**	**7,321,665**
As at December 31, 2024						
Borrowings*	8,311	4,279	508,247	1,760,405	5,449,825	7,731,067
Trade accounts payable	208,205	226,758	163,824	–	–	598,787
Financial guarantees**	–	59	32,269	14,991	–	47,319
Lease liabilities	2,788	4,488	19,195	56,149	102,326	184,946
Other financial liabilities	38,867	22,566	72,418	8,990	–	142,841
	258,171	258,150	795,953	1,840,535	5,552,151	8,704,960

* *The Group excludes from the maturity profile table the borrowings payable to project partners under the carry-in financing agreements due to the uncertainty of maturity of these loans. As of December 31, 2025, the borrowings due to partners were 7,782 million tenge (December 31, 2024: 31,926 million tenge).*

** *The Group includes financial guarantees to the maturity profile table, however, the cash outflow in relation to financial guarantees is subject to certain conditions. Financial guarantee is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because of specified debtor fails to make payment when due in accordance with the original or modified terms of debt instrument. In 2025 and 2024 there was no significant instances of financial guarantees execution.*

Capital management

The primary objective of the Group's capital management is to maximise the shareholder value. The Group manages its capital to ensure that Group will be able to continue as a going concern while maximising the return to stakeholders through the optimisation of the debt and equity balance.

The Company seeks to maintain a prudent capital structure to support its capital investment plans and maintain investment grade credit rating through the cycle. Maintaining sufficient financial flexibility is considered strategically important to mitigate industry cyclicality while also enabling the pursuit of organic and inorganic investment opportunities. The Company has a comprehensive and disciplined internal approval process for capital expenditures, new projects and debt incurrence.

For the purpose of the Group's capital management, the capital structure of the Group consists of borrowings (*Note 26)* less cash *(Note 24)* and short-term deposits *(Note 19)* and equity, comprising share capital, additional paid-in capital, other reserves and retained earnings (*Note 25)*.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

33. FINANCIAL RISK MANAGEMENT, OBJECTIVES AND POLICIES (continued)

The Group's management regularly reviews the capital structure. As part of this review, management considers the cost of capital and the risks associated with each class of capital. Also to achieve this overall objective, the Group's capital management, among other things, aims to ensure that it meets financial covenants attached to borrowings that define capital structure requirements. There have been no breaches of the financial covenants of any borrowing in the years ended December 31, 2025 and 2024 *(Note 26)*.

In millions of tenge	**December 31, 2025**	December 31, 2024
Borrowings	**3,521,947**	3,967,401
less: cash, cash equivalents and short-term bank deposits	**3,073,649**	2,730,267
Net debt	**448,298**	1,237,134
Equity	**12,386,325**	11,924,284
Capital and net debt	**12,834,623**	13,161,418

No changes were made in the overall strategy, objectives, policies or processes for managing capital during the years ended December 31, 2025 and 2024.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

33. FINANCIAL RISK MANAGEMENT, OBJECTIVES AND POLICIES (continued)

Fair values of financial instruments

Information on the carrying amount and fair value of certain financial instruments of the Group as at December 31, 2025 and 2024, disclosed below:

	December 31, 2025					December 31, 2024				
	Carrying		**Fair value by level of assessment**			Carrying		Fair value by level of assessment		
In millions of tenge	**amount**	**Fair value**	**Level 1**	**Level 2**	**Level 3**	amount	Fair value	Level 1	Level 2	Level 3
Bonds receivable from Samruk-Kazyna	**24,098**	**11,708**	**–**	**11,708**	**–**	32,479	27,650	–	27,650	–
NB RK notes	**37,378**	**37,378**	**–**	**37,378**	**–**	38,329	38,329	–	38,329	–
Loans and receivables due from related parties at fair value through profit and loss	**159,655**	**159,655**	**–**	**–**	**159,655**	93,743	93,743	–	–	93,743
Loans given to related parties at amortized cost	**37,344**	**37,502**	**–**	**22,576**	**14,926**	34,445	36,700	–	21,838	14,862
Fixed interest rate borrowings	**3,062,408**	**2,948,106**	**2,926,144**	**21,962**	**–**	3,396,818	3,238,502	2,406,715	831,787	–
Financial guarantees	**18,009**	**18,009**	**–**	**–**	**18,009**	858	858	-	-	858
Floating interest rate borrowings	**459,539**	**459,538**	**–**	**459,538**	**–**	570,583	570,656	–	570,656	–

For all other financial instruments, the carrying amount approximates their fair value.

The fair value of bonds receivable from the Samruk-Kazyna and other debt instruments have been calculated by discounting the expected future cash flows at market interest rates.

All financial instruments for which fair value is recognized or disclosed are categorized within the fair value hierarchy, based on the lowest level input that is significant to the fair value measurement as a whole, as follows:

- Level 1 – quoted (unadjusted) market prices in active markets for identical assets or liabilities;
- Level 2 – valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable;
- Level 3 – valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

There were no transfers between Level 1 and Level 2 during the reporting period, and no transfers into or out of Level 3 category.

For assets and liabilities that are recognized at fair value on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorization (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period. There were no changes in the Group's valuation processes, valuation techniques, and types of inputs used in the fair value measurements during the year.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

33. FINANCIAL RISK MANAGEMENT, OBJECTIVES AND POLICIES (continued)

Fair values of financial instruments (continued)

The valuation technique, inputs used in the fair value measurement for Level 3 measurements and related sensitivity to reasonably possible changes in those inputs are as follows at December 31, 2025:

In millions of tenge	Fair value	Valuation technique	Inputs used	Range of inputs (weighted average)	Increase/(Decrease) in base rates	Sensitivity of fair value measurement
Loans and receivables due from related parties at fair value through profit and loss	159,655	Discounted cash flow method	SOFR+2.8%, SOFR+3%	6.5-8.5%	+1% (1)%	3,836 (19,909)
Total recurring fair value measurement at level 3	**159,655**					

The above tables disclose the sensitivity to valuation inputs for financial assets, if changing one or more of the unobservable inputs to reflect reasonably possible alternative assumptions would change the fair value significantly.

There were no changes in the valuation technique for level 3 recurring fair value measurements during the year ended December 31, 2025 and 2024.

A reconciliation of movements in Level 3 of the fair value hierarchy for the years ended December 31, 2025 and December 31, 2024, is as follows:

In millions of tenge	2025	2024
Loans and receivables due from related parties at fair value through profit and loss		
Fair value at 1 January	**93,743**	73,926
Gains or losses recognised in profit or loss for the year	**3,293**	(47,843)
Loans issued	**63,570**	62,875
Foreign currency translation	**(951)**	4,785
Fair value at 31 December	**159,655**	93,743

34. CONTINGENT LIABILITIES AND COMMITMENTS

Operating environment

Kazakhstan continues economic reforms and development of its legal, tax and regulatory frameworks as required by a market economy. The future stability of the Kazakhstan economy is largely dependent upon these reforms and developments and the effectiveness of economic, financial and monetary measures undertaken by the Government.

Commodity price risk

The Group generates most of its revenue from the sale of commodities, primarily crude oil and oil products. Historically, the prices of these products have been volatile and have fluctuated widely in response to changes in supply and demand, market uncertainty, the performance of the global or regional economies and cyclicality in industries. Prices may also be affected by the Government actions, including the imposition of tariffs and import duties, speculative trades, an increase in capacity or oversupply of the Group's products in its main markets. These external factors and the volatility of the commodity markets make it difficult to estimate future prices. A substantial or extended decline in commodity prices would materially and adversely affect the Group's business and the consolidated financial results and cash flows of operations. The Group mainly does not hedge its exposure to the risk of fluctuations in the price of its products.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

34. CONTINGENT LIABILITIES AND COMMITMENTS (continued)

Taxation

Tax legislation and regulatory framework of the Republic of Kazakhstan are subject to constant changes and allow for different interpretations. Instances of inconsistent opinions between local, regional and national tax authorities are not unusual. The current regime of penalties and interest related to reported and discovered violations of Kazakhstan's tax laws are severe. Penalties are generally 80% of the taxes additionally assessed and interest is assessed at the refinancing rate established by the National Bank of the Republic of Kazakhstan multiplied by 1.25. As a result, penalties and interest can amount to multiples of any assessed taxes. Fiscal periods remain open to review by the authorities in respect of taxes for five calendar years preceding the year of review.

Management believes that as at December 31, 2025, its interpretation of the relevant legislation is appropriate and that it is probable that the Group's tax positions will be sustained, except as provided for or otherwise disclosed in these consolidated financial statements.

Sanctions

The Group, as a participant in joint projects with foreign partners, conducts a comprehensive assessment of the potential impact of external factors, including sanctions restrictions. This assessment takes into account legal, financial and technical aspects. At the same time, project implementation continues as prescribed in accordance with the current legislation of the Republic of Kazakhstan and the contractual obligations of the parties.

The Group continuously monitors new restrictive measures adopted by the US, EU and UK and assesses their potential impact on the Group's operations and the implementation of joint projects with Russian partners.

In November 2025, the U.S. Treasury Department's Office of Foreign Assets Control (OFAC) issued a license authorizing operations necessary for the Caspian Pipeline Consortium, TCO and Karachaganak projects. Furthermore, on November 10, 2025, the Ministry of Energy of the Republic of Kazakhstan, at the initiative of the Group, submitted an appeal to OFAC regarding operations involving the transportation of Russian oil through the territory of the Republic of Kazakhstan to the People's Republic of China.

On November 21, 2025, OFAC Comfort Letters were received, according to which Pavlodar Refinery and KTO are authorized to conduct transactions related to Rosneft Oil Company PJSC if such transactions are typically necessary for their operations and fulfillment of contractual obligations, provided that there is no involvement of U.S. persons, no use of the U.S. financial system, no benefit to other sanctioned persons and no other violations of the sanctions regime. These Comfort Letters are set to expire on April 29, 2026. The Group's management plans to continue working to extend the relevant OFAC Comfort Letters, if necessary, in accordance with established procedures.

To minimize sanctions risks, joint project agreements include appropriate mechanisms and legal remedies aimed at ensuring compliance with applicable international sanctions restrictions. The Group takes the necessary measures to comply with international sanctions requirements and minimize potential sanctions risks.

Transfer pricing control

Transfer pricing control in Kazakhstan has a very wide scope and applies to many transactions that directly or indirectly relate to international business regardless of whether the transaction participants are related or not. *The transfer pricing legislation* requires that all taxes applicable to a transaction should be calculated based on market price determined in accordance with the arm's length principle. The law on transfer pricing came into force in Kazakhstan from January 1, 2009. The law is not explicit and there is little precedence with some of its provisions. Moreover, the law is not supported by detailed guidance for application of transfer pricing control to various types, as a result, there is a risk that the tax authorities may take a position that differs from the Group's position, which could result in additional taxes, fines and interest. As at December 31, 2025, management believes that its interpretation of the transfer pricing legislation is appropriate and that it is probable that the Group's positions with regard to transfer pricing will be sustained.

Comprehensive tax audit at oil refineries of the Group

All three major oil refineries in the Group, Atyrau refinery, Pavlodar refinery and PKOP were subject to a comprehensive tax audit covering periods of a few years (up to 2020) in 2020-2022. As a result of the audits, the total amount of additional charges for VAT for 37,728 million tenge, for income tax for 17,830 million tenge, for other taxes for 476 million tenge, including penalties for all additional charges of 8,959 million tenge and reduction in tax carry-forward losses for 119,871 million tenge.

Atyrau refinery, Pavlodar refinery and PKOP did not agree with the assessment and appealed to the Ministry of Finance of RK. Appeals of Atyrau refinery and Pavlodar refinery are under consideration by the Ministry of Finance of the RK.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

34. CONTINGENT LIABILITIES AND COMMITMENTS (continued)

Comprehensive tax audit at oil refineries of the Group (continued)

PKOP partially appealed one of the notifications regarding the amount of additional taxes and penalties for 3,694 million tenge. However, on February 15, 2024, the Civil Chamber of the Supreme Court canceled the decision in favor of PKOP made on November 15, 2021 by the Civil Chamber of the Shymkent City Court. During 2024, PKOP took measures to appeal the decision of the Judicial Collegium for Civil Cases of the Supreme Court to the Prosecutor General's Office of the Republic of Kazakhstan. However, due to the lack of procedural opportunity, consideration of the petitions was refused. Accordingly, PKOP recognized a provision and paid tax and fine in the amount of 3,694 million tenge.On August 28, 2025, the Appeals Commission of the Ministry of Finance of the RK decided to overturn the contested notices issued by PKOP.

Taking into account the decisions of the Appeals Commission of the Ministry of Finance of the RK on PKOP, the Group expects a positive outcome on the contested notices regarding the results of tax audits at the Atyrau Refinery and the Pavlodar refinery.

The potential amount of additional value added tax (VAT) assessments for the period from 2020 to 2025 is calculated by applying the VAT rate of 12% to the amount of excise tax reimbursed by the toller, excluding potential fines and penalties as stipulated in accordance with the Administrative Code of the Republic of Kazakhstan.

The excise tax amount is determined by applying the excise tax rate per ton, established by Government Resolution of the Republic of Kazakhstan (hereinafter referred to as "GRRK") No. 173 dated April 6, 2018 (as amended by GRRK No. 841 dated November 25, 2021,; GRRK No. 155 dated March 24, 2022 and GRRK No. 280 dated April 28, 2025) to the volume of petroleum products (gasoline and diesel fuel) transferred to tollers annually. The total volume of petroleum products transferred to tollers from 2020 to 2025 amounted to 27,007 thousand tons, including 12,772 thousand tons of gasoline and 14,234 thousand tons of diesel fuel. Additionally, from January 1, 2022, to April 4, 2022 (before the amendments introduced by GRRK No. 155 dated March 24, 2022, took effect on April 5, 2022), the volume of transferred petroleum products amounted to 721 thousand tons of gasoline and 810 thousand tons of diesel fuel.

Legal issues and claims

Civil legal dispute between the National Mineral Resources Agency (NAMR) and Oilfield Exploration Business Solutions S.A (OEBS), subsidiary of KMGI, at the Focsani field

On December 17, 2019, OEBS has been noticed by the NAMR that a Request for Arbitration would have been filed in to ICC Paris for an alleged breach by OEBS of the Concession Agreement as regards the exploration block near Focsani. Starting from that period, OEBS was in dispute with NAMR. On July 29, 2022, the Court decided to oblige OEBS to pay 10.1 million U.S. dollars from a total NAMR claim of 20 million U.S. dollars. In 2022, the Group recognized a provision in the amount of 10.1 million dollars (equivalent to 5,106 million tenge).

On May 23, 2024, the court dismissed the appeal filed by OEBS, and obliged OEBS to pay 10.1 million U.S. dollars. OEBS approached NAMR and the Romanian fiscal authorities with a proposal to gradually pay the amount until 2026. As a result, OEBS was authorized to make the payment as follows: 30% of the liabilities will be paid directly to NAMR, while the remaining 70% in the amount of 7.1 million dollars (equivalent to 3,589 million tenge) will be paid to the Romanian tax authorities by November 23, 2026, in accordance with the debt Restructuring Plan agreed between OEBS and the National Agency for Fiscal Administration.

As of December 31 2025, OEBS paid 30% of the liabilities. The Group also reclassified the previously recognized provision into other financial liabilities *(Note 28 and 29).*

Competition investigation in Moldova

Since the beginning of 2021, Rompetrol Moldova (further RPM), a subsidiary of KMGI operating in Moldova, is involved in an investigation and related court proceedings initiated by the Competition Council of Moldova (further CCM) alleging RPM agreed with other industry players on retail prices for petroleum products.

RPM is challenging the competition report prepared by the CCM investigation division that forms the basis for the allegations in accordance with applicable regulations. A few attempts to dismiss the said report were unsuccessful with the latest ruling rejecting RPM’s request to dismiss the report issued by the local court on May 26, 2022.

In 2022, the Group recognized a provision on penalties in the amount of 12 million dollars (equivalent to 6,066 million tenge).

On August 26, 2024, the court issued a decision suspending payment of the fine pending the resolution of the litigation. The court hearing on RPM's appeal has been postponed until March, 2026.

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

34. CONTINGENT LIABILITIES AND COMMITMENTS (continued)

Legal issues and claims (continued)

The Memorandum of Understanding

On February 15, 2013, KMGI and the Government of Romania signed the Memorandum of Understanding (further – Memorandum) to settle a dispute arising from the conversion of bonds issued by Rompetrol Rafinare, subsidiary of KMGI.

Among other provisions, the Memorandum states that the precautionary seizure of Rompetrol Rafinare assets (including shares held by Rompetrol Rafinare in its subsidiaries) imposed in September 2010 to be lifted after the state withdraws its claim against the conversion of the bonds into Rompetrol Rafinare shares, which happened in March 2014. At the same time, the Government of Romania will organize an auction for the sale of 26.6959% of Rompetrol Rafinare shares (the first call), at which KMGI will have to offer a price not less than 200 million US dollars.

On January 22, 2025, KMGI formally notified the Romanian Ministry of Energy on termination of its obligations under the memorandum due to an ongoing legal dispute concerning the seizure of Rompetrol Rafinare’s assets.

On January 31, 2025, the Supreme Court confirmed the first court resolution by which Romanian Tax Authorities should issue a decision to cancel the enforcement order and release the precautionary seizure on assets of Rompetrol Rafinare. As of December 31, 2025, most of the assets are already released.

On April 30, 2025, the term for implementation of the Memorandum expired.

The case of an administrative offense of the Atyrau refinery initiated by the Department of Agency for protection and development of competition of RK (hereafter – Antimonopoly agency) of the Atyrau region

In January 2025, Antimonopoly agency conducted an inspection for compliance with the legislation of the RK in the field of competition protection in relation to the Atyrau refinery on the grounds of establishing and maintaining monopolistically high prices for oil refining services in 2021-2023. In June 2025, Antimonopoly agency issued the Conclusion which stated that Atyrau refinery set monopolistically high tariff for oil refining services, which sets to confiscate revenue for 2021-2023 of 29,137 million tenge and impose fine of 37,390 million tenge (further Conclusion).

Atyrau refinery does not agree with the results of the Conclusion and on September 4, 2025, filed an administrative claim to the specialized interdistrict administrative court of the Atyrau region against the Conclusion. On December 5, 2025, the court denied the claim of Atyrau refinery. On February 12, 2026, Atyrau refinery filed an appeal against the court decision.

Due to significant disagreements regarding the calculation methodology and approaches used, it is not possible to reliably determine the amount of potential losses, including possible confiscation of income and administrative fines. Since the relevant liability is possible but not probable, and its amount cannot be reliably estimated, this situation is classified as a contingent liability.

Environmental issues

In 2021, a new Environmental Code came into force, which increases the responsibility of industrial enterprises for environmental pollution, and also provides for the introduction of a waste management hierarchy and the construction of waste energy recycling plants. According to the Environmental Code, facilities belonging to category I after the cessation of operation of facilities that have a negative impact on the environment must eliminate the consequences of the operation of such facilities and provide the authorized body in the field of environmental protection with financial security for obligations related to the elimination of the consequences of the activity within three years, starting July 1, 2029. In accordance with the Environmental Code of the Republic of Kazakhstan, the Company has legal obligations to dismantle and liquidate fixed assets and restore land plots. As of December 31, 2025, the carrying amount of the reserve for the largest oil refineries of the Group: Atyrau and Pavlodar Refineries amounted to 33,611 million tenge (as of December 31, 2024: 41,778 million tenge) *(Note 28),* which is equal to the present value of future cash outflows associated with the dismantling of the plant and land reclamation. The Company did not include these expected expenses to the deferred taxes calculation, since it does not expect taxable profit after the liquidation of assets.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

34. CONTINGENT LIABILITIES AND COMMITMENTS (continued)

Environmental audits

The Department Ecology of the Atyrau Region of the Committee for Environmental Regulation and Control of the Ministry of Ecology, Geology and Natural Resources of the Republic of Kazakhstan (further KERK) conducted an inspection of the land facilities of the North Caspian Operating Company N.V., which is the operator under the Production Sharing Agreement for the North Caspian Sea dated November 18, 1997, further Operator, in which KMG Kashagan B.V. has a share of 16.88%. Based on the results of the inspection, an order was issued to the Operator to eliminate violations, including regarding the excessive placement of sulfur in the amount of 1,020 thousand tons. The Operator did not agree with the inspection results and filed an administrative claim to dispute the given order.

On June 14, 2023, the Specialized Inter-District Administrative Court (further SIDAC) of the city of Astana ruled in favor of the Operator regarding the placement of sulphur. On February 27, 2024, the Judicial Panel for Administrative Cases of the Court the city of Astana annulled this decision. On June 26, 2025, the Supreme Court of the Republic of Kazakhstan issued a ruling to overturn the decision of February 27, 2024 and referred the case for a new trial to the appellate court with a different panel of judges. On July 10, 2025, the case was accepted for consideration by the Judicial Panel for Administrative Cases of the Court of the city of Astana. On August 1, 2025, the appellate court announced a decision in favor of the Operator and annulled the inspection results in full, including the excessive placement of sulfur.

On August 18, 19 and 22, 2025, the state inspector of the Department Ecology of the Atyrau Region issued seven decisions against the Operator. The Operator appealed all the decisions to KERK. On October 24, 2025, KERK, based on the Operator's petition, suspended its consideration of the complaints due to the fact that on October 10, 2025, the Operator received from the Department Ecology of the Atyrau Region a new order to eliminate the violations. On October 17, 2025, the Operator appealed this order to the SIDAC. On January 8, 2026, the SIDAC ruled that the order of October 10, 2025, was valid. The Operator has the right to appeal this decision.

As of December 31, 2025, KMG Kashagan B.V. has not recognized any provisions related to this inspection. The management of KMG Kashagan B.V. assesses the risk of fines for environmental inspections within the framework of the applicable legislation of the Republic of Kazakhstan as unlikely.

Cost recovery audits

KMG Kashagan B.V. has a share of 16.88% in the North Caspian Production Sharing Agreement dated November 18, 1997, as amended (further PSA).

KMG Karachaganak LLP, subsidiary of the Company, has a share of 10% in the Final Production Sharing Agreement in respect of the contract area of the Karachaganak oil and gas condensate field dated January 27, 1997, as amended (further FPSA).

Under the base principles of the PSA and FPSA, the RK transferred to the participants of these agreements (further Contractors) the exclusive rights to conduct activities in the subsurface areas, but did not transfer neither ownership rights, nor lease rights to these areas. Thus, all extracted and processed oil (i.e. the hydrocarbons produced) are the property of the RK.

Subsoil use operations are carried out on the basis of reimbursement of certain expenditures and the RK reimburses such expenditures to Contractors not in cash but in the form of the portion of oil production, thereby allowing Contractors to recover their expenditures (further Recoverable Costs) and earn profit.

PSA and FPSA provides for a procedure of expense reimbursement and determine the list of expenses that are not Recoverable Costs.

PSA LLP, subsidiary of Samruk-Kazyna, conducts audits of Recoverable Costs as an organization authorized to act on behalf of the RK within the framework of the PSA and FPSA (further the Authorized Body).

In relation to the respective arbitration disputes between the Contractors and the RK, the KMG Kashagan B.V. and KMG Karachaganak LLP are completely excluded from the negotiation process due to a conflict of interest in accordance with the terms of the project documents. As of December 31, 2025, based on the information available, the KMG Kashagan B.V. and KMG Karachaganak LLP have no obligations related to these arbitration proceedings.

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

34. CONTINGENT LIABILITIES AND COMMITMENTS (continued)

Kazakhstan local market obligation

The Government requires oil companies in the RK to supply a portion of the products to meet the Kazakhstan domestic energy requirement on an annual basis, mainly to maintain oil products supply balance on the local market and to support agricultural producers during the spring and autumn sowing and harvest campaigns.

Kazakhstan local market oil prices are significantly lower than export prices and even lower than the normal domestic market prices determined in an arm-length transaction. If the Government does require additional crude oil to be delivered over and above the quantities currently supplied by the Group, such supplies will take precedence over market sales and will generate substantially less revenue (not less than cost of production) than crude oil sold on the export market, which may materially and adversely affect the Group's business, prospects, consolidated financial position and performance.

In 2025, in accordance with its obligations, the Group delivered to the Kazakhstan market 8,303 thousand tons of crude oil, including its share in the joint ventures and associates in the total volume of 2,849 thousand tons (2024: 8,146 thousand tons, including its share in the joint ventures and associates of 2,880 thousand tons).

Commitments under subsoil use contracts

As at December 31, 2025, the Group had the following commitment (net of VAT) related to minimal working program in accordance with terms of licenses, production sharing agreements and subsoil use contracts, signed with the Government, including its share in joint ventures and associate:

In millions of tenge	**Capital expenditures, including joint ventures and associates**	**Capital expenditures of joint ventures and associates**	**Operational expenses, including joint ventures and associates**	**Operational expenses of joint ventures and associates**
Year				
2026	**391,958**	**24,871**	**80,344**	**55,848**
2027	**285,043**	**13,464**	**47,524**	**14,093**
2028	**238,402**	**12,149**	**21,253**	**14,877**
2029	**92,111**	**10,075**	**21,827**	**15,555**
2030-2049	**119,138**	**11,495**	**43,628**	**16,419**
Total	**1,126,652**	**72,054**	**214,576**	**116,792**

As at December 31, 2024 commitments (net of VAT) under subsoil use contracts included:

In millions of tenge	**Capital expenditures, including joint ventures and associates**	**Capital expenditures of joint ventures and associates**	**Operational expenses, including joint ventures and associates**	**Operational expenses of joint ventures and associates**
Year				
2025	360,885	33,962	83,986	57,911
2026	229,843	14,581	52,601	12,821
2027	144,476	10,771	19,501	13,309
2028	152,571	10,794	19,958	13,946
2029-2049	175,134	9,334	42,089	14,544
Total	1,062,909	79,442	218,135	112,531

Oil supply commitments

As of December 31, 2025, KMG Kashagan B.V. had commitments under the oil supply agreements in the total amount of 0.7 million tons (December 31, 2024: 2.4 million tons). The monetary equivalent is determined based on the market prices at the moment of realization.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

34. CONTINGENT LIABILITIES AND COMMITMENTS (continued)

Other contractual commitments

As at December 31, 2025, the Group, had other capital commitments related to acquisition and construction of long-term assets of approximately 201,349 million tenge, net of VAT, including its share in joint ventures commitments of 5,089 million tenge (as at December 31, 2024: 136,221 million tenge, net of VAT, including its share in joint ventures commitments of 17,862 million tenge).

As at December 31, 2025, the Group had commitments in the total amount of 41,084 million tenge (as at December 31, 2024: 58,483 million tenge) under the investment programs approved by the joint order of Ministry of Energy of RK and *Committee on Regulation of Natural Monopolies and Protection of Competition of the Ministry of National Economy of RK* to facilitate production units.

Non-financial guarantees

As of December 31, 2025 and 2024, the Group has outstanding performance guarantees issued in favour of third parties whereas it provides guarantee should its joint venture or associate fail to perform their obligations under the natural gas purchase-sale, transportation and other agreements.

As of December 31, 2025 and 2024, the management of the Group believes that there were no expected cases of non-performance from the guaranteed parties and, accordingly, no obligations related to the above stated non-financial contingencies were recognized.

35. SEGMENT REPORTING

The Group's operating segments have their own structure and management according to the type of the produced goods and services provided. Moreover, all segments are strategic directions of the business which offer different types of the goods and services in different markets. The functions have been defined as the operating segments of the Group because they are segments a) that engages in business activities from which revenues are generated and expenses incurred; b) whose operating results are regularly reviewed by the Group's chief operating decision makers to make decisions.

The Group's activity consists of three main operating segments: exploration and production of oil and gas, oil transportation, and refining and trading of crude oil and refined products. The Group presents the Company's activities separately in Corporate segment, since the Company performs not only the functions of the parent company, but also carries out operational activities. The remaining operating segments have been aggregated and presented as other operating segment due to their insignificance.

Disaggregation of revenue by types of goods and services is presented in *Note 6* to the consolidated financial statements.

Disaggregated revenue mainly represents sales and services made to the external parties by the following operating segments:

	2025					
In millions of tenge	**Exploration and production of oil and gas**	**Oil transpor-tation**	**Refining and trading of crude oil and refined products**	**Corporate**	**Other**	**Total**
Sales of crude oil and gas	**756,848**	**–**	**3,998,538**	**–**	**–**	**4,755,386**
Sales of refined products	**5,756**	**–**	**2,405,304**	**1,159,001**	**17,437**	**3,587,498**
Refining of oil and oil products	**–**	**–**	**247,740**	**–**	**–**	**247,740**
Oil transportation services	**36**	**255,268**	**2,179**	**–**	**426**	**257,909**
Other revenue	**48,676**	**65,542**	**177,496**	**2,000**	**229,241**	**522,955**
Total	**811,316**	**320,810**	**6,831,257**	**1,161,001**	**247,104**	**9,371,488**

	2024					
In millions of tenge	**Exploration and production of oil and gas**	**Oil transpor-tation**	**Refining and trading of crude oil and refined products**	**Corporate**	**Other**	**Total**
Sales of crude oil and gas	767,376	–	3,927,847	–	–	4,695,223
Sales of refined products	4,999	–	1,805,243	871,374	16,196	2,697,812
Refining of oil and oil products	–	–	258,530	–	–	258,530
Oil transportation services	–	237,475	1,595	1,466	192	240,728
Other revenue	26,573	55,342	164,607	1,845	189,601	437,968
Total	798,948	292,817	6,157,822	874,685	205,989	8,330,261

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

35. SEGMENT REPORTING (continued)

Segment performance is evaluated based on revenues, net profit and adjusted EBITDA, which are measure on the same basis as in the consolidated financial statements.

EBITDA is a supplemental non-IFRS financial measure used by management to evaluate segments performance, and is defined as earnings before depreciation, depletion and amortization, impairment of property, plant and equipment, exploration and evaluation assets, intangible assets and assets classified as held for sale, exploration expenses, impairments of joint ventures and associates, finance income and expense, income tax expenses.

EBITDA, % is calculated as EBITDA of each reporting segment divided by the total EBITDA.

Eliminations and adjustments represent the exclusion of intra-group turnovers. Inter-segment transactions were made on terms agreed to between the segments that may not necessarily comply with market rates, except for certain regulated services, which are provided based on the tariffs available to related and third parties.

Geographic information

The Group's property, plant and equipment *(Note 15)* are located in the following countries:

In millions of tenge	**2025**	2024
Kazakhstan	**6,931,049**	7,155,527
Other countries	**659,580**	678,633
	7,590,629	7,834,160

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

35. SEGMENT REPORTING (continued)

The following represents information about profit and loss for 2025 and assets and liabilities as at December 31, 2025 of operating segments of the Group:

In millions of tenge	Exploration and production of oil and gas	Oil transportation	Refining and trading of crude oil and refined products	Corporate	Other	Eliminations and adjustments	Total
Revenues from sales to external customers	811,316	320,810	6,831,257	1,161,001	247,104	–	9,371,488
Revenues from sales to other segments	1,671,188	155,602	212,658	91,347	166,585	(2,297,380)	–
Total revenue	2,482,504	476,412	7,043,915	1,252,348	413,689	(2,297,380)	9,371,488
Cost of purchased oil, gas, petroleum products and other materials	(51,416)	(22,416)	(5,928,751)	(752,017)	(46,753)	1,761,836	(5,039,517)
Production expenses	(682,586)	(263,292)	(487,363)	(241,737)	(339,354)	425,725	(1,588,607)
Taxes other than income tax	(339,154)	(23,224)	(40,478)	(176,301)	(13,771)	–	(592,928)
Transportation and selling expenses	(239,318)	(5,231)	(141,937)	(16,966)	–	84,364	(319,088)
General and administrative expenses	(51,112)	(19,463)	(57,657)	(78,011)	(32,662)	20,281	(218,624)
Share in profit of joint ventures and associates, net	477,629	203,695	92,885	–	6,426	–	780,635
EBITDA	1,596,547	346,481	480,614	(12,684)	(12,425)	(5,174)	2,393,359
EBITDA, %	67%	15%	20%	(1%)	(1%)	–	
Depreciation, depletion and amortization	(515,584)	(48,246)	(143,789)	(2,886)	(13,472)	–	(723,977)
Interest revenue calculated using the effective interest method	31,626	15,891	14,862	224,426	32,098	(120,944)	197,959
Other finance income	2,249	215	214	41,513	1,008	(2,194)	43,005
Finance costs	(54,465)	(21,362)	(96,868)	(278,766)	(9,721)	93,127	(368,055)
(Impairment)/reversal of impairment of property, plant and equipment, intangible assets, non–current advances for fixed assets and exploration expenses	(26,026)	8,603	2,027	(19,084)	(1,282)	–	(35,762)
Gain from disposal of subsidiary	–	–	–	3,000	–	–	3,000
Foreign exchange (loss)/gain, net	(6,356)	(1,459)	(18,162)	(58,687)	652	–	(84,012)
Excepted credit losses	17,003	376	857	(22,257)	(849)	11,614	6,744
Other operating (expenses)/income,net	(4,599)	15,833	2,181	101,359	(5,688)	(109,590)	(504)
Income tax expenses	(139,482)	(26,451)	(43,515)	(143,090)	(7,165)	–	(359,703)
Profit/(loss) for the year from continuing operations	900,913	289,881	198,421	(167,156)	(16,844)	(133,161)	1,072,054
Other segment information							
Investments in joint ventures and associates	3,955,624	594,449	179,287	–	204,602	–	4,933,962
Capital expenditures	375,558	67,226	131,943	5,302	102,398	–	682,427
Allowances for obsolete inventories, expected credit losses on trade receivables, loans and receivables from related parties, other current financial assets and impairment of other current non-financial assets	(11,565)	(7,211)	(48,592)	(40,574)	(10,723)	–	(118,665)
Assets of the segment	10,441,069	1,613,687	2,822,744	2,702,935	1,583,657	(315,647)	18,848,445
Liabilities of the segment	1,771,492	347,593	1,699,184	3,482,030	214,672	(1,052,851)	6,462,120

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

35. SEGMENT REPORTING (continued)

The following represents information about profit and loss for 2024 and assets and liabilities as at December 31, 2024 of operating segments of the Group:

In millions of tenge	Exploration and production of oil and gas	Oil transportation	Refining and trading of crude oil and refined products	Corporate	Other	Eliminations and adjustments	Total
Revenues from sales to external customers	798,948	292,817	6,157,822	874,685	205,989	–	8,330,261
Revenues from sales to other segments	1,687,114	156,087	197,018	104,826	186,154	(2,331,199)	–
Total revenue	2,486,062	448,904	6,354,840	979,511	392,143	(2,331,199)	8,330,261
Cost of purchased oil, gas, petroleum products and other materials	(53,766)	(20,815)	(5,447,383)	(553,840)	(63,400)	1,792,193	(4,347,011)
Production expenses	(639,251)	(254,754)	(387,897)	(236,265)	(299,386)	418,949	(1,398,604)
Taxes other than income tax	(397,851)	(21,315)	(33,173)	(128,808)	(11,837)	–	(592,984)
Transportation and selling expenses	(210,806)	(19,094)	(108,751)	(13,041)	–	83,868	(267,824)
General and administrative expenses	(52,639)	(17,651)	(61,045)	(113,171)	(27,673)	18,031	(254,148)
Share in profit of joint ventures and associates, net	359,311	104,204	55,150	–	12,565	–	531,230
EBITDA	1,491,060	219,479	371,741	(65,614)	2,412	(18,158)	2,000,920
EBITDA, %	74%	11%	19%	(3%)	–	(1%)	
Depreciation, depletion and amortization	(453,254)	(44,489)	(130,315)	(3,346)	(11,262)	–	(642,666)
Interest revenue calculated using the effective interest method	27,165	11,553	40,522	208,689	14,247	(117,784)	184,392
Other finance income	2,451	1,088	225	113,374	6,152	–	123,290
Finance costs	(45,579)	(19,788)	(109,221)	(237,334)	(12,421)	78,247	(346,096)
(Impairment)/reversal of impairment of property, plant and equipment, intangible assets, non–current advances for fixed assets and exploration expenses	(57,100)	(2,475)	(4,064)	(40,678)	11,609	22,975	(69,733)
Gain from disposal of subsidiary	–	–	–	16,410	–	–	16,410
Foreign exchange gain/(loss), net	20,602	1,799	2,922	160,363	651	(878)	185,459
Excepted credit losses	(16,787)	(782)	3,210	(458)	(260)	6,761	(8,316)
Other operating income/(expenses), net	48,914	3,271	567	20,475	(4,411)	(55,142)	13,674
Income tax expenses	(220,400)	(9,426)	(38,129)	(90,576)	(4,556)	–	(363,087)
Profit/(loss) for the year from continuing operations	797,072	160,230	137,458	81,305	2,161	(83,979)	1,094,247
Other segment information							
Investments in joint ventures and associates	4,503,070	582,045	134,681	–	158,717	–	5,378,513
Capital expenditures	433,140	63,777	154,161	32,512	32,651	–	716,241
Allowances for obsolete inventories, expected credit losses on trade receivables, loans and receivables from related parties, other current financial assets and impairment of other current non-financial assets	(30,523)	(7,554)	(54,589)	(31,966)	(10,170)	–	(134,802)
Assets of the segment	11,643,803	1,550,949	3,238,703	2,254,912	601,821	(355,541)	18,934,647
Liabilities of the segment	1,967,848	362,981	1,814,519	5,747,682	220,781	(3,103,448)	7,010,363

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

36. SUBSEQUENT EVENTS

On January 18, 2026, TCO temporarily suspended production at the Tengiz and Korolevskoye fields due to a malfunction affecting some of the power supply systems at the production sites. Subsequently, TCO confirmed the safe restoration of the power supply system and the gradual resumption of oil production. As conditions stabilize, TCO is increasing production volumes.

#4 APPENDIX

KMG consistently strengthens its status as a national leader by developing production and infrastructure potential to safeguard the country's energy security. The implementation of flagship projects and systemic asset modernization across the entire value chain ensure sustainable growth and a long-term contribution to the economic prosperity of Kazakhstan.

Report on Compliance/ Non-compliance with the Principles and Provisions of the Corporate Governance Code of KazMunayGas NC JSC for 2025

Annex to the resolution on matter No. 13 of the agenda meeting of the Board of Directors of KazMunayGas NC JSC (minutes No. 8/2026 of May 8, 2026)

Validated by minutes No. 8/2026 of the Board of Directors of KazMunayGas NC JSC dated May 8, 2026

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
Chapter 1. General Provisions						
1	This Corporate Governance Code of KazMunayGas National Company Joint-Stock Company (the Code) has been developed in accordance with the legislation of the Republic of Kazakhstan, internal documents of KazMunayGas National Company Joint-Stock Company (the Company). The Code takes account of developments in corporate governance both in Kazakhstan and globally. The provisions of this Code apply with consideration of special provisions contained in legislation of the Republic of Kazakhstan.	Validated CGC published on the website.		**Compliant**	The new version of KMG's CGC was validated by the resolution of the EGMS of 13 Oct. 2025 (minutes No. 3/2025, item No. 1). Published on the website.	Corporate Secretary
2	The goals of the Code are to improve the corporate governance of the Fund and the Organisations, provide for governance transparency, and confirm the Fund and the Organisations' commitment to adhere to standards of good corporate governance.	Statements of purpose included in the CGC and annual reports.		**Compliant**	The goals of the CGC are set out in Section 1 of the Code. The Annual Report and the BoD's Report reaffirm the Company's commitment to CG standards.	Corporate Secretary
3	The following definitions are used in the Code: 1) Shareholder (Participant) – a party owning shares; 2) General Meeting of Shareholders (Participants) – the Organisation's supreme body; 3) Companies – national development institutions, national companies and other legal entities, more than fifty percent of the voting shares (interests) of which is owned by the Fund on the right of property or trust management; 4) Corporate Conflicts – disagreements or disputes between: the Shareholders and the bodies of the Fund or the bodies of the Organisations; the bodies of the Fund or the bodies of the Organisations; the members of the Boards of Directors and the Executive Body, the Head of the Internal Audit Service, the Corporate Secretary, the Head of the Compliance Service, the Ombudsman; 5) Corporate Events – events that significantly influence operations of an issuer, affect the interests of the Shareholders and investors of the issuer defined in Article 102 of the Republic of Kazakhstan Law "On Securities Market" (the Law on SM); 6) Fund – a national managing holding;	Glossary included in the CGC.		**Compliant**	Clause 3 of the CGC contains all necessary definitions.	Corporate Secretary

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
	7) Key Performance Indicators (KPIs) characterising the level of performance of the Fund or the Organisations. KPIs are used to assess the general effectiveness of these entities and the effectiveness of their senior managers. A KPI is assigned a quantitative value derived from the validated Development Plan of the Fund or the Organisations and reflects the results of their operations for the projected and reporting periods; 8) Official of the Fund, Organisation – a member of the Board of Directors or the Executive Body, or a person performing solely the functions of the Executive Body; 9) Stakeholders – natural persons, legal entities, groups of natural persons or legal entities that affect, or are affected by, the activities of the Fund and/or the Organisations, its products or services, and related actions by virtue of legislation norms, signed agreements (contracts) or indirectly (circuitously); this definition does not apply to all those who are merely familiar with the Fund and the Organisations or express an opinion about them; the main representatives of the Stakeholders are Shareholders, employees, customers, suppliers, government bodies, subsidiary organisations, bond holders, creditors, investors, public organisations, and residents of the regions in which the Fund and the Organisations operate; 10) Ombudsman – an individual appointed by the Fund's Board of Directors, whose role is to advise the employees of the Fund and the Organisations who seek the advice, provide them with assistance to resolve labour disputes, conflicts, issues of a social and labour nature, and compliance with the principles of business ethics by employees of the Fund and the Organisations; 11) Sustainable development – development in the course of which the Fund and the Organisations manage the influence of their operations on the environment, the economy, society and make decisions, taking into account the Stakeholders' interests; 12) Independent Director – a member of the Board of Directors who is not an affiliated person of this joint stock company and has not been an affiliated person for three years prior to his/her election to the Board of Directors (except for the case of his/her tenure as an independent director of this joint stock company), is not an affiliated person in relation to the affiliated persons of this joint stock company; is not subordinated to the officials of this joint stock company or affiliated organisations of this joint stock company and has not been subordinated to these persons during the three years preceding his/her election to the Board of Directors; is not a civil servant; is not a shareholder's representative at meetings of the bodies of this joint stock company and has not been one for three years prior to his/her election to the Board of Directors; does not participate in the audit of this joint stock company as an auditor working as part of an audit organisation, and has not participated in such an audit during the three years preceding his/her election to the Board of Directors as well as complies with other requirements established by the laws of the Republic of Kazakhstan; 13) Organisations – legal entities in which more than 50% of the voting shares (interests) directly or indirectly belong to the Fund on the basis of property or trust management; 14) Holding Company – a company that directly or indirectly owns shares (interests) in other organisations and may directly or indirectly influence the decisions made by these organisations; 15) Action Plan – a document that has been approved by the Board of Directors and determines the core activities and the KPIs of the Fund and the Organisations for the following five years.					

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
4	The scope of this Code applies to the fund and member organisations of the fund group. For the Organisations having other Shareholders (Participants), it is recommended that they approve the Code at their General Meeting of Shareholders (Participants). Holding Companies ensure implementation of the Code within their groups.	Application of the CGC to all Group organisations.		**Compliant**	The CGC is binding on the Fund and all organisations within the KMG's Group.	Corporate Secretary
5	Organisations should comply with the provisions of this Code in the part that does not contradict the Laws of the Republic of Kazakhstan "On Limited and Additional Liability Partnerships" (the Partnership Law), "On Joint Stock Companies" (the JSC Law), "On Sovereign Wealth Fund" (the SWF Law) and other laws of the Republic of Kazakhstan.	CGC validated and in place. Disclosure of compliance/ non-compliance.		**Compliant**	The new version of KMG's CGC was validated by the resolution of the EGMS of 13 Oct. 2025 (minutes No. 3/2025, item No. 1). The 2024 compliance/ non-compliance report was validated by the BoD (Minutes No. 3/2025 of 5 March 2025, item No. 6). The 2025 report will be prepared in 2026.	Corporate Secretary Service
6	The Fund and the Organisations comply with the principles of this Code. Any instance of non-compliance is to be disclosed in the Organisations' Annual Reports together with explanations for the non-compliance. If an instance of non-compliance with the provisions of the Code should last for more than six months, the Organisation notifies the Fund and provide an explanation of the reasons for non-compliance. The Boards of Directors of the Fund and the Organisations, respectively, should each be responsible for implementing the Code. Corporate Secretaries should monitor and advise the Board of Directors and the Executive Body of the Fund and the Organisations on proper compliance with the Code. Every year, Corporate Secretaries should prepare a report on compliance/non-compliance with the principles and provisions of the Code on an annual basis. These reports shall be subsequently submitted for the consideration of the appropriate Committees of the Board of Directors, subsequently for approval by the Board of Directors. The approved reports shall be included in the Annual Reports of the Fund and the Organisation.	Annual compliance report in place. Submitted to and validated by the BoD. Included in the annual report. Monitored by the Corporate Secretary.		**Compliant**	The 2024 Compliance Report was validated by the BoD and included in the 2024 Annual Report. Corporate Secretary D. Sharipov monitors compliance and prepares the report. No cases of prolonged non-compliance lasting more than six months were recorded in 2025.	BoD, Corporate Secretary
7	Documents and processes of the Fund and the Organisations should be updated in accordance with the provisions of this code.	Internal documents aligned with the Code		**Compliant**	In 2025, new versions of the CGC, the Regulation on the GMS, the Regulation on the BoD, the Regulation on the IAS, the Regulation on the Compliance Service, etc. were validated.	Corporate Secretary
8	Cases of non-compliance with the provisions of this Code are thoroughly considered at meetings of the respective Committees of the Boards of Directors and the Boards of Directors, and appropriate decisions should be made to improve corporate governance of the Fund and the Organisations.	Records of review in place.		**Compliant**	Cases of non-compliance (such as missed deadlines for implementing instructions) are reviewed by the Audit Committee and the BoD, with relevant resolutions adopted.	BoD, Audit Committee
9	The norms of this Code should be subject to revision given amendments to the legislation of the Republic of Kazakhstan, Kazakhstani and international practice, corporate governance standards.	Periodic review of the CGC		**Compliant**	The new version of the CGC was validated by the EGMS's resolution of 13 Oct. 2025 (Minutes No. 3/2025, item No. 1). The Code will be reviewed again if required.	Corporate Secretary
Chapter 2. The Government as the Shareholder of the Fund						
10	The Government of the Republic of Kazakhstan – the Sole Shareholder of the Fund (the Government) segregates its powers of the Sole Shareholder of the Fund from its powers related to state regulatory functions. The Government governs the Fund and the Organisations solely through exercising its powers of the Sole Shareholder of the Fund, as provided by the Law on the Fund and the Fund's Charter, and through its representation on the Fund's Board of Directors. The main principles and issues of interaction between the Government and the Fund are regulated by the Agreement on Cooperation. The principles contained in Chapter 3 "Shareholders' (Participants') Rights and Fair Treatment of Shareholders (Participants)" of this Code apply to the Government as the Shareholder to the extent that they do not contravene the Law on the Fund.	Cooperation Agreement in place; compliance with the Fund Law		**Compliant**	The Government is the Fund's Sole Shareholder. Interaction is governed by the Cooperation Agreement.	Secretariat of the Fund's Board of Directors

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
11	Cooperation (interaction) of the Government with the Fund and the Organisations shall be conducted solely through the Fund's Board of Directors, in accordance with the principles of good corporate governance.	Communication through the Fund's BoD		**Compliant**	Interaction takes place through the Fund's representatives on KMG's BoD.	Chair of the BoD, Corporate Secretary
12	The Fund's Management Board, the Chief Executive Officer, and bodies of the the Organisations are fully autonomous and independent in their decisions and any actions within their competence. Organisations immediately report to the Fund any interference by state bodies with their operations that is not provided for in the laws of the Republic of Kazakhstan. The Fund should regularly report instances of interference to the Board of Directors, which should submit proposals to prevent the interference for the consideration of the Government, as the Sole Shareholder.	No unlawful interference.		**Compliant**	No interference in the Company's operations was recorded in the reporting year.	KMG's Management Board
13	If drafts of state programme documents, action plans and normative legal acts establishes target indicators, actions and/or other provisions affecting the activities of the Fund and the Organisations, the state body responsible for the respective drafts should forward them to the Fund to obtain the Fund's written opinion within the timeframe set out in the Regulations of the Government of the Republic of Kazakhstan. These opinions should be attached to the draft when it is submitted for the consideration of the Government.	Compliance with the Rules of Procedure of the RoK's Government.		**Compliant**	This is not stated in the report; however, in practice, draft documents are submitted to KMG for endorsement. No documentary evidence is available.	Legal Support Department
14	If the Government (the Prime Minister) or state bodies establishes the advisory bodies or working groups to address matters related to the activities of the Fund and / or the Organisations, representatives of the Fund and/or the Organisations should be included in the advisory body or working group after consultation with the Fund.	Inclusion of representatives in consultation with the Fund.		**Compliant**	KMG's representatives are appointed to government working groups on oil and gas matters	Legal Support Department
15	The Fund shall disclose all necessary information about its activities to the Government, as the Shareholder, and the Fund's Board of Directors, in accordance with the legal acts of the Republic of Kazakhstan, the Fund's Charter, and the Agreement on Cooperation, and ensures transparency of the activities of the Fund and the Organisations. Depending on the issue, the Government calls hearing to examine Organisations' activities only by inviting the Organisations' representatives to the meetings of the Fund's Board of Directors. At least once a quarter, the Fund's Management Board reports to the Fund's Board of Directors submitting the consolidated results of the Fund including the Organisations in which the Fund has more than fifty percent of the voting shares (interest) on the right of property or trust management. The list of the information to be provided to the Fund's Board of Directors is defined in the Agreement on Cooperation, the Regulations on the Board of Directors of the Fund, the Fund's internal documents, and decisions by the Fund's Board of Directors. The Fund submits reports to state bodies in cases directly required by the laws of the Republic of Kazakhstan, acts of the President of the Republic of Kazakhstan, acts of the Government and/or the Rules on Posting Reports Required by the State Bodies on the Internet site of the Fund, as well as the list, forms and frequency of posting reports approved by the central authorized body for state planning.	Compliance with legal requirements.		**Compliant**	Information on interaction with the Government, the dividend policy, social projects is disclosed in the Annual Report and the SDR.	Investor Relations Department, Management Board
16	The investment activities of the Fund and the Organisations shall be carried out based on market principles and in accordance with the Development Plan of the Fund or the Organisation. The investment activities should lead to increased value and optimal structure of assets.	Compliance with the Development Plan.		**Compliant**	Investments are made in accordance with the Development Plan, with a focus on increasing asset value.	Strategy and Performance Management Department

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
17	Distribution of net income to the Government, as the Sole Shareholder, shall be made in the form of dividends payable on the basis of a formalised and transparent dividend policy.	Compliance with the Dividend Policy.		**Compliant**	The Dividend Policy has been validated. Dividends for 2024 totalled 300 bn KZT (491.71 KZT per share)	Finance Department
18	The Fund and the Organisations should disclose cases of implementation of low-profit or socially significant projects in their Annual Reports. The disclosures should contain information about the sources of funding for the projects.	Disclosure in the Annual Report.		**Compliant**	The AR discloses social projects, including the socially significant Kenderli desalination plant.	Strategy and Performance Management Department
19	According to the decision of the Sole Shareholder and in line with the procedure determined by him, the Fund annually allocates funds in the amount of at least seven percent of the net income of the Fund to the non-profit Organisation represented by Kazakhstan Khalkyna public fund.	Compliance with the Fund Law.		**Compliant**	Not stated in the report; however, the requirement applies to the Fund rather than directly to KMG. As a portfolio company, KMG follows the Fund's instructions.	Management Board
Chapter 3. Interaction of the Fund and Organisations						
20	The Fund, as the National Managing Holding Company, plays a strategic role in respect to its Companies. Effectiveness, efficiency and transparency are at the core of corporate governance.	List of non-strategic assets validated; divestments underway.		**Compliant**	The list of non-strategic assets has been validated by the BoD's resolution of 4 Dec. 2025, item No. 12). The Comprehensive Privatisation Plan is being implemented.	Strategy and Performance Management Department
21	The Fund and the Companies should have an optimal structure of assets. The Fund and the Companies should seek the greatest simplicity of their asset structure and their organisational and legal forms of the assets. The Organisations should operate within their key (core) activities. New activities may take place only if there is insufficient competition in a given market or if the involvement of the Fund and the Organisations will aid the development of small and medium-sized businesses.	List of non-strategic assets validated; divestments underway.		**Compliant**	KMG is divesting non-strategic assets and liquidating or reorganising legal entities. In 2025, KazMunayGas EP JSC was liquidated, and the interest in Polymer Production LLP was sold.	Strategy and Performance Management Department
22	The corporate governance system of the Fund and the Organisations is a set of processes providing for governance and control over their activities. It is a system of relationships between the Executive Body, the Board of Directors, Shareholders and Stakeholders and is aimed at long-term value growth and sustainable development. The Board of Directors regularly considers matters of improving the effectiveness of this system of relationships. The competence of the bodies and the procedure on decision-making are clearly defined and enshrined in the Charter. The corporate governance system stipulates the relationships between: 1) Shareholders (Participants); 2) The Board of Directors (Supervisory Board); 3) The Executive Body; 4) Stakeholders; 5) Other bodies specified in the Charter. The corporate governance system should also ensure: 1) There is a hierarchy for considering matters and decision-making; 2) Clear segregation of powers and responsibilities between the bodies, officials and employees; 3) Timely, good-quality decision-making by bodies of the Fund and the Organisations; 4) The efficiency of the Fund's and the Organisations business processes; 5) Compliance with the legislation, the Code and internal documents of the Fund and the Organisations.	Charter and Regulations on the governing bodies in place		**Compliant**	Charter and Regulations on the governing bodies validated, with their respective powers allocated.	Corporate Secretary Legal Support Department
23	The bodies and departments within the Fund and the Organisations validate the Regulations and job descriptions for respective positions. Compliance with the provisions of these documents ensures consistency of governance processes.	Internal documents validated and kept up to date		**Compliant**	In 2025, new versions of the Regulations on the BoD, the GMS, the IAS, the Compliance Service, as well as CEO-1 job descriptions, were validated.	Corporate Secretary, IAS, Compliance Service, Human Resources Management Department

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
24	The Fund is involved in governing the Companies through exercising its powers as the Shareholder (Participant) and through the Board of Directors, in accordance with the Charters of the Companies and the Code. The Boards of Directors of the Companies have full autonomy in decision-making within their competence, as provided in the respective Charters. The Fund's opinions on certain matters are expressed through its representatives on the Boards of Directors of the Companies.	Internal documents aligned and monitored.		**Compliant**	The AR and SDR disclose the principles of interaction, KPIs and the Dividend Policy. The Fund communicates its position through its representatives on the BoD.	Management Board, Strategy and Performance Management Department
25	The Fund develops a unified policy for the Companies, validates methodological recommendations and corporate standards for the Organisations in accordance with the Fund Law. Such areas include matters of human resources, information technology, investment, innovation, risk management, corporate governance, planning, economics and finance, and others. The Holding Companies may adopt the unified policy for their group in areas not covered by the corporate standards of the Fund, or complementing/detailing the policies and corporate standards of the Fund. When making a decision on the application of the corporate standards on internal audit and internal control system approved by the Fund, the Organisation's Board of Directors should ensure these standards account for the features of the Organisation's business.	Internal documents aligned and monitored.		**Compliant**	The Fund validates corporate standards for its portfolio companies, including KMG.	Management Board, Strategy and Performance Management Department
26	The Executive bodies of the Fund and the companies cooperate in a spirit of cooperation to ensure that the development plans of the companies submitted for approval to the boards of directors of the companies are ambitious and realistic, as well as their compliance with the development plan and the action plan of the Fund. The Executive body of the Fund maintains a constant dialogue with the company's executive body on strategy and sustainable development. At the same time, the Fund does not allow interference in the operational (current) activities of the company, including personnel decisions, procurement and production processes, for which the executive body of the company is responsible, except in cases defined by the legislation of the Republic of Kazakhstan, as well as cases where there are circumstances entailing non-fulfillment of the KPI established in the development plan.	Internal documents aligned and monitored.		**Compliant**	KMG's Management Board interacts with SDEs in accordance with validated procedures. The Fund does not interfere in operating activities.	Management Board
27	The Fund's Organisations are recommended to achieve an optimal assets structure. The parent company of the Holding Company may be established as a joint stock company. It is preferably recommended that other Organisations within the same group be established in the organization legal form of a limited liability partnership. It is recommended to consider converting Organisations already established as joint stock companies to limited liability companies. The economic, legal and other aspects of their activities and the Fund's interests should be taken into account. An Organisation may be established as a joint stock company in an exceptional case, such as the planned sale of its shares on a stock market. When establishing an Organisation as a limited liability partnership, the Participants, taking into account the scope and specifics of the new Organisation, themselves decide on setting up a Supervisory Boards and expediency of its election to the composition of Independent Members. Asset portfolio management, including defining the interest in the acquisition of new assets and/or the sale of shares of the Organisations, is carried out in accordance with the strategic tasks set out in the development plan of the Fund and its investment policy approved by the Board of Directors of the Fund.	Legal forms reviewed.		**Compliant**	Most SDEs are limited liability partnerships. New joint-stock companies may be established only in exceptional cases, for example, in preparation for an IPO.	Strategy and Performance Management Department

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
28	Companies in which the Fund owns more than fifty percent of shares (interests) on the right of property or trust management distribute their profit and pay dividends in compliance with the Fund's Dividend Policy. In order to effectively distribute its profits, the Organisation has a clear and transparent mechanism for dividend determination and payment.	Internal documents aligned and monitored.		**Compliant**	KMG's validated Dividend Policy governs dividend payments.	Management Board, Strategy and Performance Management Department
29	The Organisation's bodies should govern (manage) in accordance with their competence and procedures stipulated in the Charter of the Organisation. This principle also applies to the Organisations with more than one Shareholder (Participant).	Internal documents aligned.		**Compliant**	All SDEs have validated Charters defining the powers of their governing bodies.	Legal Support Department
30	The Fund's organisations determine the management of the asset portfolio and the block of shares (interests) as part of the Development Plan of the Fund. The Board of Directors considers the matters related to the development and implementation of the development plan only during an in-presence meeting, at least once a year. The Board of Directors implements a system for early detection and prompt response to changes in internal and external markets and force majeure situations. The bodies, officials and employees of the Fund and the Organisations act and take decisions in accordance with the Development Plan and the Charter. The Development Plan is a long-term document that defines the vision, mission, goals, objectives, strategic directions and key performance indicators for a ten-year period;	Internal documents aligned.		**Compliant**	KMG's Development Plan for 2022-2031 has been validated. The BoD reviews the plan development and implementation at least once a year.	Management Board, Finance Department
31	The Holding Company's Development Plan should include the goals, tasks and development directions of the Organisations comprising its group. Organisations of the Holding group whose shares are traded on a stock exchange and the Organisations of the Holding group established in the form of a joint venture have their individual Development Plans. When drafting their development plans, those Organisations should take into account the provisions of their Charters and consult with their Shareholders (Participants). The Board of Directors determines long-term goals that should be consistent with the Development Plan and meet the following criteria: specific, measurable, achievable, relevant, and with clear deadlines for their achievement. Assessment of the achievement of strategic goals should be performed through long-term KPIs. It is recommended that individual areas of activities (e.g. investments, innovations, IT and HR) be incorporated in the Development Plan.	Internal documents aligned.		**Compliant**	KMG's Development Plan sets goals and objectives for the entire Group. Separate development plans have been validated for certain SDEs, including KPI Inc. LLP.	Management Board, Finance Department
32	When drafting a development plan and later monitoring its implementation, the Board of Directors and the Executive Body should hold strategy sessions to discuss the core areas of business activities, tasks and challenges, risks and measures for improvement. When drafting the development plan, consultations should be held with key Stakeholders, particularly major Shareholders, key business Partners and state bodies. The development plan includes goals, tasks and performance indicators, including those concerning Sustainable Development.	Internal documents aligned.		**Compliant**	On 2 Jul. 2025, the BoD held a strategy session attended by management and external experts.	Management Board, Strategy and Performance Management Department

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
33	The Fund, the Organisations and their officials shall be responsible for the growth of long-term value and Sustainable Development of the Fund and the Organisations, decisions made and actions or failure to act, in accordance with legislation of the Republic of Kazakhstan and internal documents. The key element in assessing the performance of the Fund, the Organisations and their Executive Bodies is the KPI system. The Fund, through its representatives on the Boards of Directors, submits its expectations in terms of KPIs to the Companies. The Company's list of KPIs and their target values shall be validated by its Board of Directors. In order to achieve the KPIs, the Companies should prepare relevant Development Plans.	Internal documents aligned.		**Compliant**	Management remuneration is linked to KPIs, including sustainability-related indicators such as EBITDA, TSR and the integrated occupational safety indicator.	Management Board
34	The achievements of KPIs by the Fund and the Organisations is assessed annually by comparing with the validated Development Plan. The assessment should influence the remuneration of the Head and members of the Executive Bodies and should be taken into account when re-selecting. The assessment also forms the basis for early termination of the Head and members of the Executive Body. In order to assess the achievement of goals and tasks set out in the Development Strategy, KPIs are established for the Companies as follows: 1) The Fund informs its representatives on each Company's Boards of Directors of its expectations for the Company's target KPIs for the planned period. The Company's Board of Directors takes these expectations into consideration; 2) Following consideration and discussion, the Company's Board of Directors approves the list of KPIs and their target values. These are communicated to the Company's Executive Body to help it when drafting relevant Development Plans; 3) In order to achieve the approved KPIs, the Company prepares a Development Plan for a five-year period in the manner specified by the Fund's relevant documents; 4) The Company's draft Development Plan is approved by the Executive Body and is entered into the Fund's information system for planning, monitoring and evaluation purposes. The Company's draft Development Plan is also submitted for the consideration of, and validation by, the Company's Board of Directors; 5) The Development Plan validated by the Company's Board of Directors is also entered in the Fund's information system for planning, monitoring and evaluation purposes. Adjustment of the Company's Development Plan after its initial approval may be done in the manner defined by the Fund's relevant documents. The Company's draft Development Plan and draft adjustments to a validated Development Plan are not subject to endorsement by the Fund.	Internal documents aligned.		**Compliant**	The 2024 KPI assessment has been completed, with the results used to determine bonus payments. KPIs for 2025-2026 have been validated.	Management Board, ARC
35	The Company's Executive Body monitors the implementation of the Development Plan and the achievement of the KPIs. The results of this monitoring and reports on implementation of the Development Plan should be entered into the Fund's information system for planning, monitoring and evaluation purposes in the order specified by the Fund's relevant documents.	Internal documents aligned.		**Compliant**	The executive body monitors performance, reports are submitted through the Fund's information system.	Management Board

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
36	The Board of Directors of a Holding Company ensures the effectiveness of governance, the growth of long-term value and Sustainable Development of all legal entities within its group. The Holding Company's effective governance practices result in improvements in their operational efficiency, quality of reporting and standards of corporate culture and ethics, greater transparency and disclosure, reduction of risks, and proper internal control systems. Holding Companies implement, maintain and continually improve governance and management systems throughout their entire groups. The Board of Directors of a Holding Company is responsible to the Shareholders for the effective governance and functioning of the entire group and makes decisions related to governance of the entire group.	Internal documents aligned.		**Compliant**	KMG's BoD provides strategic leadership and oversees the activities of the entire Group.	Board of Directors
37	The corporate governance system of a Holding Company should ensure: 1) There are clear systems of control in the group, segregated powers and decision-making process, and that functions and processes are not duplicated; 2) Uniform standards, policies and processes, including those establishing uniform approaches to planning, monitoring and controlling, evaluating performance and implementing improvements; 3) Access to good quality information about the activities of the entire group; 4) Adequate risk management across the group; 5) Compliance with the laws of the Republic of Kazakhstan and documents of the Fund and the Holding Company; 6) Coordination of interaction with the Stakeholders.	Relevant policies and procedures in place.		**Compliant**	KMG has implemented a risk management system (Risk Management Policy), common standards (the Fund's corporate standards), an internal control system, regular reporting to the BoD.	Corporate Secretary, RMICS, Management Board
38	Other possible mechanisms to govern the Holding Company's group include centralising some functions (planning, treasury, accounting, information technology, legal support, internal audit and others). The Holding Company should ensure a balance between its control over the group entities and the entities' autonomy in operational decision-making.	Centralised functions in place.		**Compliant**	KMG has centralised planning, treasury, accounting in part, IT in part, and internal audit at the holding-company level.	Management Board
Chapter 4. Shareholders' (Participants') Rights and Fair Treatment of Shareholders (Participants)						
39	Respect for the rights of Shareholders (Participants) is a key condition for attracting investment to the Fund and the Organisations. An Organisation should ensure that its Shareholders (Participants) are able to exercise their rights.	Facilitating the exercise of shareholders' rights.		**Compliant**	KMG held one AGMS and three EGMSs. 2024 dividends were paid at KZT 491.71 per share.	Corporate Secretary
40	The rights, responsibilities and competence of the Shareholders (Participants) are determined and are set forth in current legislation, incorporation documents. The rights of the Shareholders (Participants) include, but are not limited, to receiving sufficient and timely information for decision-making in accordance with the procedures stipulated in legislation of the Republic of Kazakhstan, the Organisation's Charter and internal documents on information disclosure; participating in General Meetings of Shareholders (Participants) and voting on matters within their competence; determining the composition and terms of office of the Board of Directors (the Supervisory Board and the Executive Body), appointing its members, terminating the appointments, and determining the amount and conditions of their remuneration; receiving dividends in the amounts and on dates determined by the General Meeting of Shareholders (Participants), based on a clear and transparent dividend policy.	Facilitating the exercise of shareholders' rights.		**Compliant**	All shareholder rights under the Joint-Stock Companies Law and the Charter are observed.	Corporate Secretary

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
41	The Shareholder (Participant) has access to information about the Organisation that is necessary for decision-making. Legal requirement on confidentiality and information disclosure should be taken into consideration. Disclosure of information about the Organisation's activities should facilitate the adoption of an informed decision on participation in the authorized capital of the Organisation by investors or withdrawal from the shareholders (participants) of the Organisation.	Information Policy in place, disclosures made.		**Compliant**	Information Policy validated. All material information is disclosed on the website and in the Company's reports.	Investor Relations Department
42	The Organisation informs its Shareholders (Participants) about its activities that may affect their interests, in the manner specified by legislation of the Republic of Kazakhstan, the Charter and other internal documents of the Organisation. The procedure and channels for information disclosure to the Shareholders are specified in the Information Policy or another document regulating the Organisation's information disclosure. Organisations whose shares are traded on a stock exchange should disclose information in accordance with the relevant listing rules. The Organisation must disclose to Shareholders (Participants) and investors information about any forms and conditions of cooperation, agreements, partnership with the Government and state bodies.	Information Policy in place, disclosures made.		**Compliant**	Shareholders are informed via the website, the fin. reporting depository, stock exchanges, press releases.	Investor Relations Department
43	Shareholders (Participants) exercise their rights to govern the Organisation through their participation in the General Meeting of Shareholders (participants). The General Meetings of Shareholders (participants) may be either Annual or Extraordinary. Organisations with a Sole Shareholder (participant) do not hold General Meetings of Shareholders (participant). The Sole Shareholder solely passes resolutions on matters within the competence of the General Meeting of Shareholders in accordance with legislation of the Republic of Kazakhstan and the Organisation's Charter. The resolutions must be in writing.	GMS held.		**Compliant**	One AGMS and three EGMS were held in 2025.	Corporate Secretary
44	The Shareholder (Participant) holds meetings with the Board of Directors and the Executive Body (the Supervisory Board and/or the Executive Body) (Hearings of the Board of Directors) to discuss the Organisation's year-end results and make decisions on matters within its authority. The Shareholder (Participant) also holds regular meetings with the Chair of the Board of Directors (the Supervisory Board and/or the Executive Body) to discuss, within its competence, the Organisation's activities. The date and time of the General Meeting of Shareholders (participants) is set to ensure the attendance of the greatest number of the persons entitled to participate, or to ensure the attendance of all persons in relation to matters where a unanimous resolution is required.	Meetings (hearings) held.		**Compliant**	AGMS hears reports from the BoD and the Management Board. Major shareholders also meet with the Chair of the BoD.	Corporate Secretary
45	Information and materials provided to the Shareholders (participants) before the General Meeting of Shareholders (participants) / Hearing of the Board of Directors, and the manner of their provision, ensure a full understanding of each agenda item and contain a comprehensive list of clearly formulated resolutions to be passed, the risks associated with passing (or rejecting) of each resolution, answers to all enquiries, and the opportunity to make informed decision on each agenda item. Agenda items are clear and unambiguous. The agenda should not contain the words "miscellaneous", "other", "et cetera" and so on. At a General Meeting of Shareholders (Participants), the Organisation should offer a separate resolution for each agenda item. When it can be clearly justified, the Shareholders (Participants) have the opportunity to easily execute the right to amend the agenda and the right to call for an Extraordinary General Meeting of the Shareholders (Participants).	Agenda and meeting materials comply with applicable requirements.		**Compliant**	GMS agendas contain clearly worded items, and meeting materials are provided on time and under the law.	Corporate Secretary

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
46	When preparing for a General Meeting of Shareholders / Hearing of the Board of Directors, the Shareholders (Participants) should be provided with the organisational and technical conditions enabling them to ask questions about agenda items and supporting materials. The Organisation's executives, Corporate Secretary or a person performing his/her functions and employees have formalised powers to interact with the Shareholders (Participants) and investors. The Organisation should establish a procedure to answer requests and enquiries by the Shareholders (Participants).	Shareholder engagement procedure in place.		**Compliant**	Corporate Secretary and designated officers are responsible for shareholder engagement.	Corporate Secretary
47	The Corporate Secretary or a person performing his/her function monitors the Shareholders' (Participants') enquiries regarding the General Meeting procedures, responds to them and clarifies the provisions of legislation of the Republic of Kazakhstan and the Organisation's documents regarding participating and voting at the General Meeting. The Corporate Secretary also responds to other enquiries if it is clearly set forth in the Organisation's internal documents.	Shareholder enquiry process in place.		**Compliant**	Corporate Secretary monitors shareholder enquiries and prepares responses.	Corporate Secretary
48	Organisations whose shares are traded on a stock exchange are recommended to establish Investor Relations Departments to communicate with investors and ensure prompt and good quality responses to Shareholders' enquiries.	IR division in place.		**Compliant**	KMG has an Investor Relations Division (Investor Relations Department).	Investor Relations Department
49	In order to simultaneously provide information to all Shareholders (Participants) on the Organisation's activity to ensure all Shareholders (Participants) are treated equitably, the Shareholders (Participants) publish information on the corporate website of the financial statements depository. The information disclosure requirements should not impose an undue administrative burden or unnecessary expense on the Organisation.	Disclosure system in place.		**Compliant**	Financial statements are disclosed on the financial reporting depository's website.	Investor Relations Department
50	Materials related to the agenda of the General Meeting of the Shareholders (Participants) with consideration of protection of confidential information should be posted on the Organisation's corporate website and should include contact details (telephone number, email) of the people responsible for relations with the Shareholders (Participants) and investors. The process for voting at the General Meeting of Shareholders (Participants) is as simple and comfortable as possible for the Shareholders (Participants) and should include all possible means of voting as specified in the Organisation's Charter.	Meeting materials available on the website.		**Compliant**	GMS materials are posted in the "Shareholders" section of KMG's website.	Corporate Secretary
51	The procedure for holding the General Meeting of Shareholders (Participants) should ensure that all Shareholders (Participants) have an equal opportunity to exercise their rights to take part in the General Meeting of the Shareholders (Participants). A Shareholder (Participant) may vote at the General Meeting of the Shareholders (Participants) either in person or in absentia (via a power of attorney issued by the Shareholder (Participant) to their representative. Participation in the General Meeting of the Shareholders (Participants) and voting on agenda items do not require a power of attorney if the person is empowered by legislation of the Republic of Kazakhstan or contract to act without power of attorney on behalf of a Shareholder or represent his/her interests.	GMS procedures followed.		**Compliant**	GMS are held under the law. Shareholders may vote in person or by proxy.	Corporate Secretary

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
52	The Organisation develops Regulations for General Meetings of Shareholders (Participants) that defines the procedure for holding a General Meeting of Shareholders (Participants), specifying a proper discussion of agenda items, decision-making and presentations by executives. The importance of the General Meetings of Shareholders means that it is essential that any executive involved in governance and management systems attends the Meetings if invited. The registration period should be sufficient for all Shareholders (or their representatives) to register for the General Meeting. Shareholders who have not registered may not be part of the quorum and may not vote. The procedure for collecting and counting votes is simple and transparent. The Shareholders should be assured there is no opportunity to distort the voting results. The Organisation should ensure that votes are submitted and registered properly.	Meeting regulations in place.		**Compliant**	Revised Regulation on the GMS was validated (EGMS's resolution of 31 Dec. 2025, item No. 2).	Corporate Secretary
53	The Chair of the General Meeting should do their best to ensure that Shareholders (Participants) receive answers to their questions during the General Meeting. If questions are difficult to answer immediately, the person (persons) to whom they have been addressed should provide answers as quickly as possible after the General Meeting of the Shareholders (Participants).	Meeting procedures followed.		**Compliant**	Shareholder questions are answered at the GMS or in writing where this is not possible.	Corporate Secretary
54	If shares (interests) in the Organisation are owned by institutional investors, and if these institutional investors act as a proxy, they should disclose, for the purpose of the Organisation's stability, their corporate governance policies and regulations concerning investment activities, including their decision-making procedures. Institutional investors acting as a proxy should disclose how they resolve significant conflicts of interest that may affect the property rights in relation to their investments. An institutional investor is a legal entity seeking to attract funds to be invested in accordance with legislation of the Republic of Kazakhstan.	Disclosure by institutional investors.		**Not applicable**	KMG is not an institutional investor. This requirement applies to investment funds, etc.	-
55	Organisations have transparent regulations for electing and remunerating its Board of Directors (Supervisory Board and/or Executive Body). The procedures should be approved by the General Meeting of Shareholders (Sole Shareholder)/participant (Sole Participant).	Validated procedure in place.		**Compliant**	BoD election and remuneration procedures are set out in the Charter and the Regulation on the BoD. Remuneration is validated by the GMS.	Corporate Secretary
56	The Shareholders (Participants) have access to information about the terms and conditions of dividend payments and are provided with reliable information about the financial condition of the Organisation making the dividend payments. For this purpose, the General Meeting of Shareholders (the Sole Shareholder) / Participants (the Sole Participant) approve the Dividend Policy providing access for all Shareholders (Participants). A Holding Company has a consistent dividend policy developed for all entities in its group. The policy should account for specific factors, such as the Organisations with more than one Shareholder/Participant within their group. Organisations with more than one Shareholder (Participant) have a different Dividend Policy approved by the General Meeting of Shareholders (Participants).	Dividend Policy in place.		**Compliant**	Dividend Policy validated and available on the website.	Investor Relations Department

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
57	The Organisation with more than one Shareholder (Participant), including minority Shareholders (Participants), should ensure that its corporate governance system provides for fair treatment of all Shareholders (Participants) and the opportunities for them to exercise their rights. This provision should be included in the Organisation's Charter. Ensuring equal and fair treatment of all Shareholders (Participants) benefits the Organisation's reputation and increases its value and investment attractiveness. The procedures of the General Meeting of Shareholders (Participants) should ensure equal treatment of all Shareholders (Participants). The corporate procedures should not unreasonably complicate or raise the cost of voting. If the Organisation has a Shareholder (Participant) owning at least 50 percent of the voting shares (interests) or having the right to determine resolutions by virtue of agreements with the Organisation and / or other Shareholders (Participants), distribution of funds in favour of the Shareholder (Participant) should be made through dividend payments. If there are other mechanisms for distributing funds in favour of the Shareholder (Participant), the mechanisms are specified in the Organisation's internal documents and disclosed to all Shareholders.	GMS procedures followed; Dividend Policy in place.		**Compliant**	Dividend Policy applies equally to all shareholders. All GMS respected the rights of all shareholders.	Corporate Secretary
Chapter 5. Effectiveness of the Board of Directors and the Executive Body						
58	The Board of Directors is the governance body accountable to the General Meeting of Shareholders. It provides strategic direction for the Organisation and oversees the Executive Body, as well as the implementation of all provisions of this Code. The Executive Body is accountable to the Board of Directors. It manages the daily operations of the Organisation and ensures that the Organisation complies with its development plan, action plan and resolutions of the General Meeting of Shareholders and the Board of Directors. The Board of Directors and the Executive Body interacts in the spirit of collaboration, act in the interests of the Organisation and take decisions based on the principles of sustainable development and fair treatment of all Shareholders. The Board of Directors and the Executive Body ensures long-term value growth and sustainable development of the Fund or the Organisation.	BoD's report included, strategy validated.		**Compliant**	BoD's 2025 report is included in the Annual Report. The Development Strategy validated, strategy sessions held.	Chair of the BoD, Management Board
59	The Board of Directors has sufficient powers to govern the Organisation and oversee the Executive Body's activities. The Board of Directors carries out its functions under the Charter and pays special attention to the following: 1) Defining the development plan and integrating ESG goals (directions and results); 2) Setting and monitoring the key performance indicators of the action plan; 3) Organising and controlling the effectiveness of risk management and internal control systems; 4) Validating and monitoring the effective execution of major investments and other key strategic projects within the competence of the Board of Directors; 5) Electing the Head and members of the Executive Body, approving their remuneration, overseeing their activities and planning their succession; 6) Overseeing corporate governance and ethics; 7) Ensuring compliance in the Organisation with the provisions of this Code and the corporate standards of the Fund.	BoD's functions performed in full.		**Compliant**	In 2025, the BoD reviewed all relevant matters (strategy, KPIs, risks, investment projects, personnel decisions, CG, ethics)	Board of Directors

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
60	Members of the Organisation's Board of Directors properly carry out their duties and ensure the long-term value growth and Sustainable Development of the Organisation. The Board of Directors of the Organisation is accountable to the shareholders. This accountability is implemented through the mechanism of the general meeting of shareholders. When performing their duties, members of the Board of Directors comply with the following principles: 1) Act within their competence: Members of the Board of Directors make decisions and act within their powers specified in the Charter; 2) Commit sufficient time for taking part in meetings of the Board of Directors, its Committees and preparing for the meetings: A member of the Board of Directors may not hold simultaneous membership of more than four legal entities or simultaneous Chairmanship in more than two Boards of Directors (employment of a member of the Board of Directors in other legal entities is to be approved by the Board of Directors); 3) Promote the Organisation's growth in long-term value and Sustainable Development – members of the Board of Directors act in the interests of the Organisation, treat all Shareholders fairly and follow the principles of Sustainable Development. The influence of decisions and actions of the Board of Directors members may be assessed through the following questions: what are the long-term consequences of the decision/action? What are the social and environmental impacts of the Organisation's activities? Will all Shareholders be treated fairly? What is the impact on the Organisation's reputation and high ethical standards? What is the impact on Stakeholders' interests? (While essential, this list of questions is not exhaustive); 4) Maintain high standards of business ethics – in their actions, decisions and behaviour, members of the Board of Directors comply with high standards of business ethics and act as role models for employees of the Fund and the Organisation; 5) Avoid conflicts of interest – a member of the Board of Directors prevents situations in which their personal interest affects the proper performance of their duties as members of the Board of Directors. If a conflict of interest affects or may potentially affect impartial decision-making, the members of the Board of Directors give advance notice to the Chair of the Board of Directors and should not take part in the respective decision-making. This requirement also applies to the Board of Directors member's other actions that affect directly or indirectly the proper performance of their duties (for example, involvement of a member of the Board of Directors in activities of other legal entities, acquisition of shares / interest in and other property from Partners or competitors, access to information and opportunities); 6) Act reasonably, skillfully and with due diligence: Members of the Board of Directors are recommended to develop their knowledge in terms of the Board of directors competence regularly and performing their duties in the Board of Directors and Committees. This may include such areas as law, corporate governance, risk management, finance and audit, Sustainable Development, industry knowledge and features of the Organisation's business. To understand issues related to the Organisation's business, members of the Board of Directors regularly visit key sites and meet employees of the Organisation.	BoD's members are expected to devote sufficient time to Committee work.		**Compliant**	One member of the SPMC, representing the Fund, actively contributed to the Committee's work by reviewing materials and forming a position. Due to the member's heavy workload, this position was communicated through the Committee's expert representing the Fund.	BoD

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
61	Each member of the Board of Directors is personally responsible for the performance of their duties, including fiduciary responsibilities to the Shareholder (Shareholders), for the decisions taken, the effectiveness of their actions and for their failure to act. If opinions differ, the Chair of the Board of Directors considers all acceptable options and proposals individually expressed by the members of the Board of Directors in order to reach decisions in the best interest of the Organisation.	BoD's performance assessment.		**Compliant**	The BoD is assessed annually, with an external assessment conducted every three years.	Chair of the BoD
62	The Board of Directors is accountable to the Shareholders for the Organisation's performance. At the Annual General Meeting of Shareholders (Hearing), the Chair of the Board of Directors provides the Shareholders (Participants) with the Board of Directors' report reflecting the results of the activities of the Board of Directors and its Committees throughout the reporting period. The report reflects the measures taken by the Board of Directors to increase the Organisation's long-term value and ensure its Sustainable Development. The report also covers the main risk factors, significant events, matters considered, the number and form of meetings held, the statistics of the attendance and other important information. The Board of Directors' report is included in the Organisation's Annual Report. The Board of Directors reports annually to the Shareholders on the Organisation's compliance with the provisions of the Code. In addition, major Shareholders (the Sole Shareholder) meet the Chair and the members of the Board of Directors to discuss the Development Strategy, the appointment of the Head of the Executive Body and other matters that can influence the Organisation's long-term value growth and Sustainable Development. These meetings should be scheduled in advance and held in compliance with approved procedures.	BoD's report included in the Annual Report.		**Compliant**	BoD's report forms part of the Annual Report.	Chair of the BoD
63	The composition of the Board of Directors and its Committees is balanced in terms of skills, experience and knowledge. This balance is necessary for independent, objective and effective decisions to be made in the interests of the Organisation. Fair treatment of all Shareholders and Sustainable Development principles should be taken into account in these decisions.	BoD and committee composition.		**Compliant**	The BoD has expertise in strategy, finance, audit, oil and gas, law and international relations.	BoD, NRC
64	The composition of the Board of Directors should be diverse sufficiently in terms of personal qualities, age and gender to increase the long-term value in line with the ESG principles. The recommended share of women Directors on the Organisation's Board of Directors is up to thirty percent of the total number of the Board of Directors members.	BoD composition meets requirements.		**Partially compliant**	The BoD has one female member (11.1%), which is below the recommended 30%. Progress has been made, but the target has not yet been reached.	BoD, NRC
65	The Board of Directors consists of independent directors in sufficient numbers to ensure the independence of decisions and fair treatment of all shareholders. The recommended number of independent directors on the Company's Board of Directors is up to sixty percent of the total number of Board members.	Share of Independent directors.		**Compliant**	Five of the nine BoD's members are independent directors (55.6%), meeting the more-than-50% requirement.	BoD, NRC
65-1	The process of searching and selecting independent directors of the Fund, companies and organisations is carried out on a competitive basis. The procedure for selecting independent directors of the Fund is validated by the Board of Directors of the Fund. The procedure for selecting independent directors of companies and organisations is validated by the Management Board of the Fund.	Selection process and procedure validated.		**Compliant**	The selection procedure has been validated by the Fund's Management Board. There were no changes to BoD's composition in 2025, so no selection process was held.	Fund's Management Board, ARC

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
66	It is recommended that the Board of Directors elect a Senior Independent Director from among Independent Directors. The key functions of the Senior Independent Director include: 1) Acting as an advisor to the Chair of the Board of Directors and helping them communicate their goals; 2) Assessing the performance of the Chair of the Board of Directors; 3) Planning the succession of the Chair of the Board of Directors; 4) Mediating arguments and disagreements that may arise between the Shareholders, the Executive Body, the Chair and the other members of the Board of Directors.	Senior independent director elected.		**Compliant**	A. Shakirov was elected Senior Independent Director by BoD's resolution of 11 Feb. 2025 (minutes No. 1/2025, item No. 6).	BoD
67	The General Meeting of Shareholders should elect members of the Board of Directors based on clear and transparent procedures and taking into account the candidates' competencies, skills, achievements, business reputation and professional experience. When re-electing some or all members of the Board of Directors or its full composition for a new term, the General Meeting of Shareholders should take into account their contribution to the effectiveness of the Organisation's Board of Directors work.	Procedures followed		**Compliant**	BoD's members are elected by the GMS for up to three years. Candidate requirements validated.	Corporate Secretary
68	For the Companies all of whose voting shares are owned by the Fund, the process of electing members of the Board of Directors has the following features: 1) The Chair of the Board of Directors is appointed by a decision of the Sole Shareholder; 2) The process of searching and selecting independent directors of companies is carried out on a competitive basis. The procedure for selecting independent directors of companies is validated by the Management Board of the Fund.	Specific requirements observed.		**Not applicable**	The Fund owns 67.4% of KMG's shares.	
69	The tenure of members of the Board of Directors coincides with the tenure of the entire Board of Directors and expires upon a General Meeting of Shareholders' decision on the new composition of the Board of Directors. Members of the Board of Directors are elected for up to three years and, subject to their satisfactory performance, may be re-elected for a second term of up to three years. Any membership of the Board of Directors for more than six successive years (for example, two three-year terms) is subject to special consideration in view of the need to improve the quality of the Board of Directors. An Independent Director may not be a member of the Board of Directors for more than nine successive years. In exceptional cases, election for more than nine year is permitted. Election of the Independent Director to the Board of Directors shall be held annually and be supported with a detailed justification of the necessity in electing this member of the Board of Directors and the influence of this factor on the decision-making independence. No one should participate in any decision-making concerning his/her own nomination, election or re-election.	Terms of office observed.		**Compliant**	BoD's members are elected for up to three years. The independent directors (P. Holland, since 2020) have not exceeded the nine-year limit.	Corporate Secretary
70	The Board of Directors should include people with the knowledge, skills and experience necessary to perform their duties and ensure the Organisation's long-term value growth and Sustainable Development. A member of the Board of Directors should have an impeccable business and personal reputation.	Eligibility of candidates.		**Compliant**	All BoD's members have higher education, relevant experience in oil and gas, finance or management, and an impeccable reputation.	NRC

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
70-1	A person is not elected to the position of a member of the Board of Directors: 1) who has an outstanding criminal record or has not been removed in accordance with the procedure established by law; 2) who was previously the chair of the Board of Directors, the head of the executive body, the deputy head, the chief accountant of another legal entity for a period not more than one year before the decision on compulsory liquidation or compulsory repurchase of shares, or the conservation of another legal entity declared bankrupt in accordance with the established procedure (this requirement applies for five years after the date making a decision on the compulsory liquidation or compulsory repurchase of shares, or the conservation of another legal entity declared bankrupt in accordance with the established procedure); 3) who committed a corruption crime.	Candidates due diligence.		**Compliant**	Candidate due diligence is performed as part of the selection process. No such cases occurred in 2025.	Compliance Service
71	When selecting candidates to the Board of Directors, consideration is given to: 1) work experience in senior positions; 2) work experience as a member of the Board of Directors; 3) years of experience; 4) education, specialty, including the availability of international certificates; 5) availability of competencies in areas and industries (industries may vary depending on the asset portfolio); 6) business reputation; 7) the presence of a direct or potential conflict of interest in the event of election to the Board of Directors of the organization. The requirements for candidates to the Board of Directors of the Fund are determined by an internal document validated by the Board of Directors of the Fund. The requirements for candidates to the Board of Directors of companies and organizations are determined by an internal document validated by the Management Board of the Fund.	BoD composition meets the criteria		**Compliant**	BoD has nine members and includes expertise in strategy, finance, audit and oil and gas.	Fund's Management Board, BoD, ARC
72	The size of each Company's Board of Directors is set individually and depends on the Company's scope of activities, business needs, current tasks, Development Strategy and financial capacity. The size of the Board of Directors members should allow for establishing a sufficient number of Committees. The Company's Board of Directors should comprise from 7 to 11 members.	BoD's size meets requirements.		**Compliant**	Nine members in the BoD.	Corporate Secretary
73	The composition of the Board of Directors is balanced, which means a combination of members of the Board of Directors (representatives of shareholders, independent directors, the head of the executive body), ensuring decision-making in the interests of the organization and taking into account fair treatment of shareholders. A transparent selection process is provided for the members of the Board of Directors with the involvement of the Board of Directors of the Fund (in relation to the boards of directors of companies) and the organization. The search for candidates and election are conducted according to objective criteria and taking into account the need for diversity in the composition of the Board of Directors. The search and selection process is carried out before the expiration of the full term of office of the entire Board of Directors and the powers of individual members. The process of searching and selecting independent directors of the Fund, companies and organisations is carried out on a competitive basis. The procedure for selecting independent directors of the Fund is validated by the Board of Directors of the Fund. The procedure for selecting independent directors of companies and organisations is validated by the Management Board of the Fund.	All categories represented.		**Compliant**	The BoD comprises three Fund representatives, five independent directors and one executive director (Chair of the Management Board).	Corporate Secretary

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
74	Electing the entire Board of Directors or its individual members may be initiated by the major Shareholder (Participant) or the Nomination and Remuneration Committee via the Organisation's Board of Directors, in accordance with existing regulations. Example of the Board of Directors members' knowledge of business areas and industries.	Independence confirmed annually.		**Compliant**	All five independent directors confirmed their status. No circumstances affecting their independence were identified.	BoD

Criterion	Necessary knowledge	Director X	Director Y
Competence	Strategy		
	Risks and audit		
	Jurisprudence		
	Corporate governance		
	Investment		
	Economy and Finance		
	HR		
	Innovations		
Industry	Telecommunications		
	Oil & gas		
	Energy		
	Transport		
	Mining		
	Mechanical engineering		
	Real estate		

75	For Companies whose shares are fully owned by the Fund, searching for, and selecting the members of the Board of Directors is as follows. The Fund together with the Chair of the Board of Directors of the company, the Chair of the Nomination and Remuneration Committee of the Board of Directors of the Company: 1) conducts preparation and planning: analysis and determination of the set of necessary competencies and skills in the Board of Directors, taking into account the objectives of the company; 2) determines the candidate search channel — independently or with the involvement of a recruiting organization; 3) searches for candidates; 4) carries out the selection of candidates: evaluation, interviews and preparation of proposals for candidates (candidates for members of the Board of Directors of companies are discussed with at least one member of the Nomination and Remuneration Committee of the Board of Directors of the Fund); 5) makes a decision by the sole shareholder; 6) publishes information on the company's Internet resource, press release. At that, the process of searching and selecting independent directors of companies is carried out on a competitive basis. The procedure for selecting independent directors of companies is validated by the Management Board of the Fund. Holding companies use a similar process in their group. In organizations with several shareholders, the process of electing members of the Board of Directors and the Chair of the Board of Directors is carried out in accordance with the procedure established by the Joint-Stock Companies Law and the Charter of the organization. In organisations, it is recommended to establish a Nomination and Remuneration Committee of the Board of Directors of the organisation to determine the composition, necessary skills and competencies for the Board of Directors and candidates for the Board of Directors.	Procedure followed.		**Not applicable**	The Fund owns 67.4% of KMG's shares.	

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
76	Independent Directors shall be elected to the Board of Directors. An Independent Director is a person that has sufficient expertise and autonomy to make independent and objective decisions, and be free from the influence of any Shareholder, the Executive Body and other Stakeholders.	Independent directors in place.		**Compliant**	Five independent directors meet the independence criteria.	GMS, BoD, NRC
77	It is recommended to take into account the following circumstances that may prejudice the independence of an Independent Director: 1) whether he/she is or has been an employee of the company or group for the past three years; 2) whether he/she has or has had for the last three years a material business relationship with the company directly or as a partner, shareholder, director or general manager of the body and maintain such a relationship with the company; 3) whether he/she has received or is receiving additional remuneration from the company in addition to the director's remuneration, participates in an option on the company's shares or in a performance-based payment scheme, or is a participant in the company's pension scheme; 4) whether he/she has membership in the Board of Directors or has connections with other directors through participation in other companies or bodies; 5) whether he/she represents a major shareholder; 6) whether he/she has served on the Board of Directors for more than nine years since their first appointment. If these or other relevant circumstances apply, and, if the Board of Directors considers that an Independent Director is independent, then a clear explanation is provided.	Independence assessed.		**Compliant**	No independence concerns were identified for any independent director.	NRC
78	Independent Directors should actively participate in discussion of matters with potential conflicts of interest (preparation of financial and non-financial statements, related party transactions, nomination of candidates to the Executive Body and remuneration of the Executive Body members). Independent Directors are elected Chairs of the key Committees of the Board of Directors, including the Audit Committee and the Nomination and Remuneration Committee. The Independent Director monitors its independence and notifies the Chair of the Board of Directors as soon as they detect a potential loss of independence. If there are circumstances threatening the independence of the Independent Director, the Chair of the Board of Directors should immediately inform the Shareholders for taking a relevant decision. The Fund and the Organisations should ensure succession planning for the Board of Directors members. The purpose of succession planning is to maintain business continuity while also progressively renewing the Board of Directors.	Committees chaired by independent directors.		**Compliant**	All four BoD's committees are chaired by independent directors.	Board of Directors
79	The Board of Directors validates an induction program for its newly elected members and a professional development program for each of its members. The Corporate Secretary ensures this program is implemented. During the program, members should be briefed about their rights and responsibilities, key business aspects and documents of the Fund and the Organisation, including those associated with the greatest risks.	Chair of the BoD is not the head of the Management Board.		**Compliant**	N. Zhakupov, a Fund representative, chairs the BoD. A. Khasenov chairs the Management Board. The roles are separate.	BoD

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
80	The Chair of the Board of Directors is responsible for managing the Board of Directors, ensuring full and effective performance of its functions, and establishing a constructive dialogue among the members of the Board of Directors, major shareholders and the Executive Body. The Chair of the Board of Directors seeks to create a unified team of professionals who work to increase the Organisation's long-term value and ensure its Sustainable Development. They should be able to respond promptly and with due professional care to internal and external challenges. In order to perform their role, the Chairs of the Board of Directors should possess, in addition to professional qualifications and experience, special skills, including leadership, the ability to motivate, the capacity to appreciate different views and approaches, and to resolve conflicts.	Chair's performance.		**Compliant**	BoD's Chair N. Zhakupov ensured a balanced agenda and oversaw the decisions implementation.	Chair of the BoD
81	The roles and functions of the Chair of the Board of Directors and the Head of the Executive Body of the Organisation are clearly segregated and set forth in the Charter. The Head of the Executive Body is not elected the Chair of the Board of Directors. The key functions of the Chair of the Board of Directors include: 1) Planning the meetings of the Board of Directors and forming the agendas; 2) Ensuring that members of the Board of Directors promptly receive complete and accurate information for their decision-making; 3) Ensuring that the Board of Directors concentrates on strategic matters and spends minimal time on current (operational) matters included in its competence; 4) Maximising the effectiveness of the Board of Directors' meetings by allocating sufficient time to consider each agenda item thoroughly and comprehensively, encouraging open discussion and achieving consensus in decision-making; 5) Ensuring proper communication and interaction with Shareholders, including consultations with the major Shareholders when making decisions on key strategic matters; 6) Overseeing the implication of resolutions passed by the Board of Directors and the General Meeting of Shareholders (the Sole Shareholder); 7) Taking measures to resolve Corporate Conflicts, minimising their negative impact on the Organisation's business and promptly informing major Shareholders (the Sole Shareholder) in cases when the Organisation cannot resolve a Conflict.	Chair of the BoD is not the head of the Management Board.		**Compliant**	N. Zhakupov, a Fund representative, chairs the BoD. A. Khasenov chairs the Management Board.	Board of Directors
82	The Chair of the Fund's Board of Directors may not simultaneously be the Chief Executive Officer of the Fund. The Board of Directors shall consider the matters related to the Fund and the Organisations within its competence, as provided in the Fund's Charter. The Board of Directors shall also give preliminary consideration to the matters being within the competence of the Government as the Sole Shareholder. The General Meeting of Shareholders (Sole Shareholder) of the Organisations elects their Board of Directors.	The roles are separated.		**Compliant**	The Chair of KMG's BoD is not the Chair of KMG's Management Board.	Board of Directors

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
83	Remuneration of the members of the Board of Directors is sufficient to attract, retain and motivate each member at the professional level required for successful governance of the Organisation. At the same time, the expected positive effect to the Organisation from a member of the Board of Directors is taken into account. The Nomination and Remuneration Committee submits proposals on remuneration of candidates for Independent Directors. Remuneration of the member of the Board of Directors of the Organisation is determined in accordance with the methodology developed by the Fund. At the same time, the expected positive effect to the Organisation from a member of the Board of Directors is taken into account. For Organisations with more than one Shareholder, the regulations on remuneration of the members of the Board of Directors should be based on the Fund's methodology and should be approved by the General Meeting of Shareholders. The Nomination and Remuneration Committee submits proposals on remuneration of candidates for Independent Directors. The remuneration of the Chair and all members of the Board of Directors includes the time spent and responsibilities within the position. No one should be involved in any decision-making concerning his/her own remuneration. Remuneration of members of the Board of Directors should fairly reflect their expected contribution to improving the performance of the Board of Directors and the Organisation. The following shall be taken into account when establishing remuneration levels: the responsibilities of the members of the Board of Directors, the scale of the Organisation's activities, the long-term goals and tasks specified in the development plan, the complexity of the matters considered by the Board of Directors, and remuneration paid by peer companies (benchmarking, remuneration overview).	Methodology followed, information disclosed.		**Compliant**	Remuneration is paid in line with GMS's decisions Fund representatives who are Fund employees receive no remuneration.	Corporate Secretary
84	Members of the Board of Directors are typically paid fixed annual remuneration and additional one for their Chairmanship of the Board of Directors, and membership or Chairmanship of the Board of Director Committees. Remuneration of the Board of Directors members should not include stock options or other components tied to the Organisation's performance. The General Meeting of Shareholders (the Sole Shareholder) of the Organisation determines the size and conditions of remuneration and expense reimbursement for the Board of Directors member (members) of the Organisation. Members of the Fund's Board of Directors who are state officials shall not receive separate remuneration for their membership of the Board of Directors and its Committees.	Remuneration structure compliant.		**Compliant**	BoD's remuneration consists of a fixed annual fee and does not include options or performance-based bonuses.	Corporate Secretary

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85	For a deeper consideration and assessment of matters, the Fund's Board of Directors should establish the Audit Committee, the Nomination and Remuneration Committee, and the Specialised Committee. Other Committees may be created at the discretion of the Fund's Board of Directors. The Strategy Committee considers strategy planning issues, the Head of which is the first Head of the central authorized body for state planning. The activities of Committees of the Board of Directors provide for deep and careful consideration of matters within the competence of the Board of Directors and improve the quality of decision-making in such areas as audit, risk management, proper and effective application of the Procurement Procedure by the Fund and the Organisations, appointment and remuneration of the members of the Board of Directors and the Executive Body, Sustainable Development, including occupational health and safety and environment protection. The Committees shall not exclude liability of the members of the Board of Directors for the decisions made within its authority. Committees are established to perform in-depth analysis and formulate recommendations on the most important matters before they are considered at the meeting of the Board of Directors. The Board of Directors makes final decisions on the matters that Committees considers. The Board of Directors decides on the establishment of Committees, determines its personal and numerical composition, Chairs, tenure as well as functions and working procedures.	Committees established, composition and functions defined.		**Compliant**	Four committees operate: the Audit Committee, the ARC, the SPMS, the HSE&SDC. Chaired by independent directors.	BoD
86	The Committees are composed of the members of the Fund's Board of Directors and experts possessing sufficient professional knowledge required for their work in a particular Committee.	Committee experts appointed.		**Compliant**	Committee experts from among the Fund's employees serve without voting rights.	Corporate Secretary
87	The Specialised Committee of the Fund provides comprehensive and objective analysis of the impact of activities of the member Organisations of the Fund group on the development of the economy and on particular economic sectors in accordance with the Fund Law. The representative of the Supreme Audit Chamber of the Republic of Kazakhstan act as the permanent member of the Specialized Committee. This representative is an expert with the right to vote. The competence of the Supreme Audit Chamber of the Republic of Kazakhstan includes: controlling the use of the means allocated to the Fund and the Organisations from the Republican Budget and the National Fund of the Republic of Kazakhstan; assessing compliance of the use of the fund with the financial and economic feasibility studies, and evaluating the effectiveness of the budgetary investments. Independent Directors shall comprise the majority of the other Committees of the Fund's Board of Directors.	Specialised committee established.		**Compliant**	The Fund's BoD has established a specialised committee. KMG's SPMC operates.	Fund's Board of Directors
88	The Committees are composed of Board of Directors members possessing the professional knowledge, competencies and skills required for the Committees' work. Potential conflicts of interest should be taken into account before appointing Committee members. The Chairs of Committees, in addition to their professional competencies, have well-developed organisational, leadership and communication skills to organise the Committee work effectively. The Boards of Directors should establish committees to consider matters related to audit, risk management, nomination and remuneration.	Required committees established.		**Compliant**	KMG established the Audit Committee, the ARC. Risk management matters fall within the remit of the Audit Committee.	BoD

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89	Organisations whose operations involve risks of accidents and technological disasters (for example, industrial, rail and air transport companies) establish Health, Safety and Environment Committees. For more effective investment decisions, the competence of one of the Committees under the Board of Directors should include matters related to investment activities of the Organisation that are in the Board of Directors' competence. Depending on the size, composition and current tasks of the Board of Directors, other Committees are also established to support the Board of Directors on strategy, investment and other matters. Each committee has at least three members.	HSE Committee established.		**Compliant**	KMG established the HSE&SDC, which reviews occupational safety matters.	BoD
90	The Audit Committee should comprise Independent Directors. A qualified expert may be involved in the Committee's work without the right to vote. The decision to involve the expert shall be taken by the Audit Committee, and the matter of his involvement should be assessed annually in terms of their effectiveness and independence. They are obliged to have in-depth knowledge and practical experience in accounting, audit, risk management and internal control. The principal functions of the Audit Committee include overseeing internal and external audit, financial reporting, internal control, risk management, compliance with legislation of the Republic of Kazakhstan and internal documents, and other matters the Board of Directors may delegate to the Audit Committee.	AC composition.		**Compliant**	The Audit Committee comprises three independent directors (A. Zhubayev, P. Holland, S. Mynsharipova)	BoD
91	The Nomination and Remuneration Committee should comprise a majority of Independent Directors to make objective and independent decisions and prevent the influence of stakeholders (representatives of Shareholders, the Head of the Executive Body, employees and others) on the Committee's decision-making. Members of this committee are obliged to possess deep professional knowledge and experience in human resource management and assessment, together with knowledge of corporate governance. The Chair of the Board of Directors Chairs the Committee. The principal functions of the Committee include the matters of the appointment, establishing motivational KPIs, assessing the performance, remuneration and succession planning of the Head and members of the Executive Body, the matters of the appointment and remuneration of the Corporate Secretary as well as participating in the consideration of the said issues in relation to the Board of Directors, provided that the respective powers have been delegated to the Committee by the General Meeting of Shareholders (the Sole Shareholder). In this case, members of the Nomination and Remuneration Committee avoid conflicts of interest and not take part in decision-making related to their own appointment and/or remuneration. The Nomination and Remuneration Committee analyses the staff remuneration policy and related policies, as well as coordinates incentive and remuneration measures, taking them into account when determining the remuneration policy of the executive director.	ARC composition.		**Partially compliant**	The ARC comprises four independent directors (majority). However, it is chaired by independent director P. Holland rather than the Chair of the BoD, as the Chair of the BoD is not an independent director, as required by Clause 78 of the CGC.	BoD
92	Only members of the Committees may attend their meetings. Other parties may only attend the meetings following the respective committee's invitation. If necessary, the Committees invite experts and consultants to attend their meetings.	Meeting procedures followed.		**Compliant**	Committee meetings are attended by committee members only. Other participants attend by invitation.	Corporate Secretary
93	The Committees' functions, powers, composition and Organisation processes are specified in respective Regulations and validated by the Board of Directors. The Committees should approve their work plans (the recommendation is to do so before the start of each year). The plans should be aligned with the Board of Director's work plan and contain a list of matters for consideration and dates of meetings.	Committee regulations validated.		**Compliant**	Regulations for all four committees validated by the BoD.	BoD

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94	The Committees should meet at least four times a year. The meetings should be held in the in-presence form and be minuted. To create favourable conditions and lower the costs to hold meetings of the Committee, the members of the Committees may participate via technical means of communication.	Committee meetings held.		**Compliant**	AC – 19, ARC – 16, SPMC – 12, HSE&SDC – 9.	Corporate Secretary
95	The Chairs of the Committees should prepare reports on their Committees' work and should present the reports to the Board of Directors in separate meetings. The Chair of the Board of Directors may request information from Committees on their activities at any time during the year.	Committee reports prepared.		**Compliant**	Committee reports are included in the BoD Report and the Annual Report.	Chairs of Committees
96	Preparation for, and conduct of, Board of Directors meetings is as efficient as possible. To perform their duties, members of the Board of Directors have access to complete, relevant and timely information.	Procedures followed		**Compliant**	In 2025, the BoD held 23 meetings, all in real-time format (10 in person, 13 online). Quorum present at all meetings.	Corporate Secretary
97	The Board of Directors meets regularly in order to perform its functions effectively. Meetings of the Board of Directors and its Committees are held in the in-presence or absentee form. The number of absentee meetings should be minimised. Consideration and decision-making on great importance and strategic matters shall be carried out only at meetings of the Board of Directors with in-person mode of voting.	Ratio of in-person to absentee meetings.		**Compliant**	All 23 meetings were held in real-time format (treating online meetings as in-person meetings). Strategic matters were considered at in-person meetings.	Corporate Secretary
98	Meetings of the Board of Directors and its Committees should be properly minuted by the Corporate Secretary and should contain the full results of discussions and decisions taken. The Board of Directors should meet according to the work plan validated before the start of each calendar year, including a list of matters for consideration and dates of meetings.	Minutes prepared.		**Compliant**	All meetings are minuted by the Corporate Secretary.	Corporate Secretary
99	The recommended number of meetings is from 8 to 12 a year. Matters for consideration should be distributed evenly throughout the year to ensure thorough and comprehensive discussions, as well as timely and high-quality decisions. When preparing and holding its meetings, the Board of Directors should follow the procedures specified in the Organisation's documents.	Number of meetings.		**Compliant**	The BoD held 23 meetings, exceeding the recommended number due to the high intensity of its work.	Corporate Secretary
100	Materials for the Board of Directors meetings should be distributed seven days before the meeting. For more important matters, as specified in the Organisation's Charter, materials should be distributed at least 15 working days before the meeting, unless another deadline has been specified in the Charter. The list of important matters includes, but is not limited to, the development plan, action plan, motivational KPIs for the Head and members of the Executive Body, the Annual Report, and the participation in creating other legal entities. An agenda for the Board of Directors meeting should not contain matters for which materials have been distributed after the deadline. If these matters are included in the agenda, the Chair of the Board of Directors should be provided with a comprehensive explanation of this fact.	Timely submission of materials.		**Compliant**	Any late submission of materials for the Board of Directors' agenda items was supported by a full justification provided to the Chair of the Board of Directors.	Management Board, Corporate Secretary

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101	The Board of Directors takes decisions based on complete, reliable and high-quality information. To help the Board of Directors make effective and timely decisions, it is necessary to ensure: 1) high quality of the materials, information, documents submitted to the Board of Directors, including translation into English, if necessary; 2) Opinions of (internal and external) experts are obtained if necessary (the involvement of experts in the decision-making process shall not exclude the responsibility of the Board of Directors for its decisions); 3) There is sufficient time for the Board of Directors' discussions, particularly the discussion of important and complex matters; 4) Prompt consideration of matters; 5) Action plans, deadlines and responsible persons are recorded in the resolutions of the Board of Directors. The following factors adversely impact the quality of the Board of Directors' decision-making: 1) The dominance of one or more Directors at the meeting, which limits the involvement of other Directors in the discussions; 2) An overly formal attitude to risks; 3) Pursuit of personal interests and poor ethical standards; 4) Formal decision-making at the meeting of the Board of Directors, without genuine and active discussions; 5) Position of intransigence (lack of flexibility) or a lack of commitment to the development (acceptance of the current circumstances); 6) A weak corporate culture; 7) Lack of information and/or analysis. Members of the Board of Directors may request additional information on agenda items that they consider necessary for their decision-making.	Quality of information.		**Compliant**	The BoD regularly reviews interaction discipline and the quality of materials submitted.	Management Board
102	Meetings of the Board of Directors and its Committees is held in person or in absentia voting form (the in-absentia form of a meeting should be justified). The number of absentee meetings should be minimised. Matters of a strategic nature and decision-making on them should only be considered at the meetings of the Board of Directors held in person. On special occasions, a combination of the two forms of meetings of the Board of Directors and its Committees may take place. This applies to situations where one or more members of the Board of Directors are not able to attend the meeting in person.	Meeting format.		**Compliant**	All strategic matters were considered at in-person meetings.	Corporate Secretary
103	The quorum for a meeting of the Board of Directors is at least half of its members and should include members who partake in the discussion and voting for matters under consideration via technical means of communication (video- or teleconference call and so on) or via the submission of their votes in writing. A member of the Board of Directors with a conflict of interest related to a matter being considered may neither participate in the discussion nor vote on the matter. The Board of Directors meeting minutes should contain a respective record.	Quorum present.		**Compliant**	A quorum was present at all meetings.	Corporate Secretary
104	The period of non-disclosure of the Organisation's internal (official) information by former members of the Board of Directors is at least five years following cessation of their membership. The Board of Directors should analyse its previous decisions. The analysis should cover both the resolutions and the proceedings that led to them. It is recommended to include this analysis in the assessment of the Board of Directors.	Confidentiality undertaking in place.		**Compliant**	BoD members sign a non-disclosure undertaking. The BoD Regulation provides for a five-year confidentiality period.	Corporate Secretary

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
105	The Board of Directors, Committees and the individual members of the Board of Directors are assessed annually within a structured process validated by the Organisation's Board of Directors. This process should comply with the Fund's methodology. At least once every three years, the assessment should be carried out by an independent professional organisation. The assessment may be performed by the Board of Directors itself or an independent consultant may be engaged to improve the assessment quality. By agreement with the General Meeting of the Shareholders (the Sole Shareholder) or with the Chair of the Board of Directors/ Supervisory Board, the assessment may be carried out with the involvement of an independent professional organisation once every three years. The evaluation should help determining the contribution of the Board of Directors and each of its members to growth of the long-term value and Sustainable Development of the organization, as well as identifying areas and recommending measures for improvement. The assessment results should be taken into account in the re-election or early termination of the members of the Board of Directors.	Assessment conducted.		**Compliant**	The 2024 external assessment will be conducted in 2026. The 2025 self-assessment is underway.	Chair of the BoD, the NRC
106	The assessment is one of the main tools to improve the Board of Directors' professionalism and that of its individual members. The assessment is mandatory both for Independent Directors and Shareholder representatives. The assessment should be regular, comprehensive, continual, realistic and confidential. The process, timeframe and procedure for assessing the Board of Directors, its Committees and members of the Board of Directors are clearly specified in the Organisation's internal documents. The Chair and members of the Board of Directors are trained on how to conduct the assessments.	Assessment coverage.		**Compliant**	The assessment covers all BoD members.	Chair of the BoD, the NRC
107	The assessment should include, but not be limited to, evaluating whether: 1) The composition of the Board of Directors is optimal (the balance of skills, experience, diversity of the composition, objectivity) in the context of the Organisation's goals; 2) The Board of Directors has a clear understanding of the Organisation's vision, strategy, key tasks, challenges and values; 3) Succession and development plans are in place; 4) The Board of Directors operates as a coherent body, and whether the roles of the Board of Directors and the Head of the Executive Body are defined; 5) The Board of Director's interaction with its members and the Organisation's bodies and Officials is effective; 6) Each member of the Board of Directors contributes effectively; 7) The Committees of the Board of Directors are effective and interact properly with the Board and the Executive Body members; 8) Good quality information and documentation is provided to the Board of Directors; 9) Discussions at meetings of the Board of Directors and its Committees are of good quality; 10) The Corporate Secretary is effective; 11) Processes and competencies are clearly understood; 12) The risk identification and evaluation process is effective; 13) Interaction with Shareholders and other Stakeholders is effective.	Comprehensive assessment.		**Compliant**	The assessment methodology covers all required areas.	Chair of the BoD, the NRC

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
108	The Board of Directors undertakes the assessment annually. The assessment may be performed by the Board of Directors itself or an independent consultant may be engaged to improve the assessment quality. An independent external consultant should be engaged at least once every three years. The Chair of the Board of Directors oversees the assessment of the Board of Directors, its Committees and Board of Directors members, ensures members of the Board of Directors receive feedback and an improvement plan is prepared. The assessment results should be discussed at a special meeting of the Board of Directors, after which development plans for the Board of Directors and each of its members are prepared.	Assessment frequency and method.		**Compliant**	Self-assessment is conducted annually. The 2024 external assessment is scheduled for 2026.	Chair of the BoD, the NRC
109	The Chair of the Board of Directors is responsible for the assessment process and for taking measures based on its results. Key roles in the assessment process are as follows: 1) The Chair of the Board of Directors directs the assessment process, provides feedback to each of its members, informs the Sole Shareholder (major Shareholders) about the results and discusses measures for improvement, and monitors the implementation of the improvement plan based on the assessment results; 2) The Chair of the Nomination and Remuneration Committee ensures the Chair of the Board of Directors is assessed; 3) The Chair of each Committee ensures their respective Committees are assessed; 4) An independent consultant (if engaged) organises, coordinates and moderates the process, and provides methodological support; 5) Each member of the Board of Directors participates in the assessment actively, openly, honestly and genuinely. The assessment results are grounds for re-electing the entire Board of Directors or its individual members. The results may also be grounds for a review of the Board composition and remuneration of its members. In cases of serious deficiencies in the performance of individual members of the Board of Directors, the Chair of the Board of Directors consults with major Shareholders (the Sole Shareholder). In the Annual Report, the Board of Directors reflects how the assessment has been conducted and what measures have been taken. If an independent consultant has been engaged in the assessment, the information about the consultant's other services rendered to the Fund and the Organisations within the previous three years should be disclosed. The Sole Shareholder may carry out its own assessment of the Board of Directors and, if necessary, engage an independent consultant. The self-assessment results conducted by the Board of Directors and the Organisation's financial performance and other factors shall be taken into account.	Responsible person appointed.		**Compliant**	The Chair of the BoD leads the assessment process, provides feedback and monitors implementation of the action plan.	Chair of the BoD

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110	The Board of Directors should appoint the Corporate Secretary to facilitate the effective work of the Board of Directors and the interaction between the Board of Directors, the Executive Body and the Shareholders. The Board of Directors appoints the Corporate Secretary and early terminates their powers, determines the tenure of the Corporate Secretary, requirements for the Corporate Secretary, functions and operating procedures, the amount of the official salary and remuneration conditions, decides on the creation of the Corporate Secretary Service. The Corporate Secretary is accountable to the Board of Directors of the Fund and is independent from the Executive Body of the Fund. The main duties of the Corporate Secretary include aiding timely and high-quality corporate decision-making by the Board of Directors, the Sole Shareholder, advising the Board of Directors on all aspects of their activities and on the application of the provisions of this Code, monitoring the implementation of this Code and helping to improve corporate governance in the Fund and the Organisations. The Corporate Secretary also drafts a report on compliance with the principles and provisions of this Code. The report contains a list of the principles and provisions of the Code that are not met along with relevant explanations. A Corporate Secretary shall be appointed in Companies and Organisations whose shares are traded on a stock exchange. Appointing the Corporate Secretary is at the discretion of the Board of Directors. The appointment of a Corporate Secretary in Organisations established as a limited liability partnership is at the discretion of its Supervisory Board.	Corporate Secretary appointed, functions aligned.		**Compliant**	D. Sharipov appointed Corporate Secretary by the BoD. His functions are aligned with the CGC (supporting the BoD's, preparing the Compliance Report, etc.)	BoD
111	The Corporate Secretary's main responsibility is to ensure timely and high-quality decision-making by the Board of Directors and the General Meeting of Shareholders (the Sole Shareholder), and effective interaction of the Board of Directors with the Executive Body and Shareholders (the Sole Shareholder). In addition, the Corporate Secretary's duties include oversight of proper corporate governance practices. The main duties of the Corporate Secretary include, but are not limited to - with respect to the Board of Directors activities: 1) Helping the Chair to prepare a schedule of meetings for the year and meeting agendas; 2) Organising meetings of the Board of Directors and its Committees; 3) Ensuring members of the Board of Directors receive relevant and timely information for their decision-making on the matters within the Board's competence; 4) Minuting meetings of the Board of Directors and its Committees, ensuring storage of the minutes, transcripts, audio and video records and other materials from the meetings; 5) Advising members of the Board of Directors on legislation of the Republic of Kazakhstan, the Charter, the Code, and internal documents; monitoring amendments and informing the members of the Board of Directors about them promptly; 6) Inducting newly elected members of the Board of Directors; 7) Arranging training for the members of the Board of Directors, and arranging the involvement of experts; 8) Organising interaction between members of the Board of Directors, Shareholders and the Executive Body.	Functions performed.		**Compliant**	The Corporate Secretary performs all required functions.	Corporate Secretary

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
	With respect to Shareholders (the Sole Shareholder): 1) Arranging the General Meetings of Shareholders; 2) Distributing promptly materials on matters to be considered at the General Meetings of Shareholders/the Sole Shareholder to support their decision-making; 3) Minuting the General Meetings of Shareholders, keeping the minutes, transcripts and other materials from the General Meetings (resolutions of the Sole Shareholder); 4) Ensuring proper interaction between the Organisation and its Shareholders, including ensuring timely responses to Shareholder requests. With respect to the implementation of good corporate governance: 1) Monitoring the implementation of, and compliance with, the principles and provisions of the Code; 2) Preparing reports on compliance with the principles and provisions of the Code; 3) Identifying breaches of corporate governance norms set forth in legislation and the Organisation's Charter and other documents; 4) Advising the Organisation's shareholders, officials and employees on corporate governance matters; 5) Monitoring international best practice in corporate governance and proposing improvements of the Organisation's governance practices. Assigning other duties to the Corporate Secretary should be made after taking into account his/her current workload. New responsibilities should not undermine the Corporate Secretary's ability to perform the duties set out in the Code. New functions should not duplicate the duties of other departments and Officials. In case of any duplication, the owner of the duties should be reconsidered.					
112	In order to perform the duties professionally, the Corporate Secretary possesses sufficient knowledge, experience and expertise and an impeccable business reputation, and be trusted by the Board of Directors and Shareholders. A Corporate Secretary Service is established if it is warranted by the size of the Organisation and the scope of its activities.	Compliance with requirements.		**Compliant**	The Corporate Secretary has a law degree, an MBA and corporate secretary certification.	Corporate Secretary
113	A person with higher legal or economic education, with at least 5 years of work experience, and practical knowledge on corporate governance and corporate law shall be appointed to the position of the Corporate Secretary.	Qualification requirements met.		**Compliant**	The Corporate Secretary has a law degree and more than five years' experience.	Corporate Secretary
114	To improve the effectiveness of preparing for, and conducting, the Board of Directors meetings, periodic discussions should be held to assess the usefulness and sufficiency of materials provided to the Board of Directors members. The results of the discussions should be a basis to assess the Corporate Secretary's performance.	Corporate Secretary's performance assessed.		**Compliant**	The BoD reviews the quality of interaction and meeting materials quarterly, forming the basis for assessing the Corporate Secretary's performance.	Corporate Secretary
115	The Organisation should have induction and succession planning programmes designed for the Corporate Secretary role. Searching for, and appointing, the Corporate Secretary should be based on open and transparent procedures specified in the Organisation's internal documents.	Programme in place.		**Compliant**	An induction and continuity planning programme has been developed for the Corporate Secretary.	Corporate Secretary
116	The Corporate Secretary performs the role in accordance with the regulation validated by the Board of Directors. The regulation should include the duties, rights and obligations, the rules for interacting with the Organisation's bodies, qualification requirements and other information. To ensure effective interaction with, and the flow of information among, the Organisation's bodies, the Corporate Secretary is able to establish productive relationships and resolve conflicts. The Corporate Secretary informs the Chair of the Board of Directors about any conflict of interest.	Regulation in place.		**Compliant**	The Regulation on the Corporate Secretary has been validated by BoD's resolution of 20-23 Dec. 2024, minutes No. 26/2024, item No. 3.	BoD

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
117	To perform the duties effectively, the Corporate Secretary is delegated the following powers: 1) To request and receive from the Organisation's bodies, officials and employees documents and information necessary for the decision-making at the meetings of the Board of Directors and the General Meetings of Shareholders (the Sole Shareholder); 2) To take measures for organising meetings of the Board of Directors and the General Meeting of Shareholders, communicating their resolutions to the respective Officials at the Organisations, and monitoring the execution of the resolutions; 3) To interact directly with the Chair and members of the Board of Directors, the Head and members of the Executive Body, employees and Shareholders of the Organisation. The Organisation's Executive Body should support fully the activities of the Corporate Secretary.	Powers defined.		**Compliant**	The Regulation on the Corporate Secretary give the Corporate Secretary the necessary powers.	Corporate Secretary
118	The Organisation's budget includes expenditures for the activities of the Board of Directors and the Corporate Secretary, including travel and accommodation expenses related to attending meetings and performing other duties. The Organisation should have a budget for training and development of the Board of Directors members and for engaging external experts for the Board of Directors and Committees' work. The Corporate Secretary is responsible for preparing the budget for the activities of the Board of Directors and his own functions. The Corporate Secretary is responsible for submitting budget proposals to the appropriate departments. The Corporate Secretaries of the Fund and the Organisation provide explanations regarding the provisions of this Code and their application.	Funding provided.		**Compliant**	KMG's budget provides for expenses related to the work of the BoD and the Corporate Secretary.	Corporate Secretary
119	Management Board, its composition, powers, assessment, KPIs, continuity	Management Board composition, KPI validation, evaluation		**Compliant**	The Management Board has nine members. KPIs for 2025 have been validated, and performance is assessed.	BoD, ARC
120	The Board of Directors elects the Head and members of the Executive Body, defines their terms of reference and sets their salary and other terms of remuneration. The Nomination and Remuneration Committee of the Board of Directors of the Organisation should play a key role in searching for, and selecting of, candidates for the Executive Body, and in setting their remuneration. The recommended number of women in the collegial executive bodies of the Fund and the Organisations shall be at least thirty percent of the total number of members of the collegial executive bodies.	Women represent at least 30% of the collegial executive body.		**Partially compliant**	KMG's Management Board has one female member out of nine (11.1%).	BoD, ARC
121	The Head of the Executive Body proposes candidates for the collegial Executive Body for the consideration of the Nomination and Remuneration Committee of the Board of Directors. If the Board of Directors rejects on two occasions a candidate for the same vacant position in the Executive Body proposed by the Head of the Executive Body, the right to propose candidates for the vacant position passes to the Board of Directors.	Nomination procedure followed.		**Compliant**	Candidates are nominated by the Chair of the Management Board. If a candidate is rejected twice, the nomination right passes to the BoD.	Chair of the Management Board
122	For Companies that are wholly owned by the Fund, the appointment of the Head of the Executive Body should be provisionally agreed with the Fund's Management Board. The Board of Directors may at any time terminate the tenure of the Head and members of the Executive Body. It is recommended that the Head and members of the Executive Body be elected for up to three years. The tenure of the Head and members of the Executive Body coincides with the tenure of the Executive Body as a whole.	Nomination procedure followed.		**Compliant**	Candidates are nominated by the Chair of the Management Board. If a candidate is rejected twice, the nomination right passes to the BoD.	Chair of the Management Board

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
123	The Prime Minister of the Republic of Kazakhstan should submit (recommend) for appointment (election) a candidate for the position of the CEO of the Company. This candidate is also endorsed by the Head of the Executive Office in accordance with the procedure established by the act of the President of the Republic of Kazakhstan. The procedure on searching for, and election of, the Head of the Executive Body is carried out according to the internal documents of the Fund.	Procedure followed.		**Compliant**	The Chair of KMG's Management Board is appointed as established.	Management Board
124	The performance of the Head and other members of the Executive Body should be assessed by the Board of Directors. The main criterion used for the assessment should be the achievement of KPIs. The motivational KPIs of the Head and members of the Executive Body should be validated by the Board of Directors. The Head of the Executive Body proposes motivational KPIs for the Executive Body members for the consideration of the Board of Directors. The assessment results should influence the remuneration, promotion, re-election (re-appointment) or early termination.	Assessment conducted.		**Compliant**	The Management Board's performance is assessed against KPIs.	BoD, ARC
125	The Executive Body meets in-person to discuss matters related to the development plan implementation, decisions made by the General Meeting of Shareholders (the Sole Shareholder) and the Board of Directors, and day-to-day operational activities. Special attention is paid to health and safety matters. Meetings of the Executive Body should be held regularly. The number of in-absentia meetings should be limited and specified in the Organisation's documents.	Committee meetings held.		**Compliant**	The Management Board holds in-person meetings (53 minutes in 2025). OS matters are reviewed regularly.	Management Board
126	Before the start of each calendar year, the Executive Body develops its work plan for the year including a list of matters for consideration. Members of the Executive Body should receive high-quality documents in advance of meetings. The Executive Body may consider important and complex matters, such as Development Strategy, Development Plans, investment projects and risk management, over the course of several meetings. In order to carefully prepare for discussions of these matters given the scope and specifics of the Organisation's activity, the Organisation should establish special Committees, project and/or working groups to solve such specific tasks. The rights, duties, powers and responsibilities of these bodies are set out in the Organisation's internal documents.	Work plan validated.		**Compliant**	The Management Board's work plan for 2025 has been validated. Project working groups are established as needed.	Management Board
127	When considering each matter, the Executive Body discusses the risks associated with passing/rejecting respective resolutions and how the risks may impact on the Organisation's value and Sustainable Development. All matters submitted by the Executive Body for the consideration of the Board of Directors and the General Meeting of Shareholders (or the Sole Shareholder) are earlier considered and approved by the Executive Body.	Risk management integrated.		**Compliant**	Risk analysis is required in materials submitted for Management Board and BoD meetings.	Management Board
128	At least once a year, the Head and members of the Executive Body meet employees, visit key sites if there are other branches and group organisations, and hold video conferences. The Head and members of the Executive Body demonstrate high standards of ethical behaviour and are role models for the Organisation's employees. The Head and members of the Executive Body prevent conflicts of interest. Any conflict of interest must be reported in advance to the Board of Directors or the head of the executive body, recorded in writing, and the person concerned must abstain from the relevant decision-making.	Meetings held; conflicts of interest declared.		**Compliant**	Management met with employees of SDEs. Conflicts of interest are declared.	Management Board

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
129	A member of the Executive Body may hold positions in other entities following the Board of Directors' approval. The Head of the Executive Body and the Sole Executive Body has not grounds to be the Head of the Executive body or the Sole Executive Body of another legal entity.	Restrictions observed.		**Compliant**	KMG's Management Board members do not hold positions in other organisations without BoD's approval.	BoD
130	The Organisation should ensure continuity planning for the Executive Body. The mechanism and timing of the re-election of members of the Executive Body should motivate them to achieve long-term results and leave open the possibility of early dismissal if KPIs are not met. When a new Head and/or members of the Executive Body are elected, it is recommended that continuity in the composition of the Executive Body be ensured. If re-election of individual members of the Executive Body is being considered, the results of their work in respective areas of responsibility should be taken into account. When a new Chair of the Board of Directors is elected, it is recommended that continuity in the composition of the Board of Directors be ensured.	Continuity plan in place.		**Compliant**	KMG has a continuity plan (talent pool).	Human Resources Management Department
131	The Executive Body ensures an optimal organisational structure. The organisational structure is designed to ensure: 1) Effective decision-making; 2) Increased productivity; 3) Prompt decision-making; 4) Flexibility of the Organisation. Candidates for vacant positions in the Organisation are selected on the basis of open, transparent competitive procedures. A Talent Pool is available within each Organisation's Staff Reserve. Candidates from this Pool may be appointed to senior and middle management roles. Employees should be assessed annually.	Competitive selection procedures in place.		**Compliant**	In 2025, the updated head office structure was validated by BoD's resolution of 5 Mar. 2025, minutes No. 3/2025, item No. 22. Candidates are selected through a competitive process.	Human Resources Management Department
132	The Head of the Executive Body informs the Board of Directors of any breach of the Code of Business Ethics by members of the Executive Body. A member of the Executive Body who has breached the Code of Business Ethics may not be a member of the Executive Body of any other Organisation.	BoD informed.		**Compliant**	Ethics breaches are reviewed by the BoD. No such cases were recorded in 2025.	Chair of the Management Board
133	In the event of a Corporate Conflict, the parties to the conflict seek to resolve this through negotiations in order to protect the interests of the Organisation and the Stakeholders. Effective prevention and settlement of Corporate Conflicts means, foremost, that the conflicts are detected as early as possible, and the actions of all bodies of the Organisation are well coordinated. Corporate Conflicts are considered by the Chair of the Board of Directors, with the Corporate Secretary's aid. If the Chair of the Board of Directors is involved in a Corporate Conflict, the case is considered by the Nomination and Remuneration Committee.	Procedure in place.		**Compliant**	Corporate conflicts are handled under the Rules for the Resolution of Corporate Conflicts. No significant conflicts occurred in 2025.	Chair of the BoD, Corporate Secretary

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
Chapter 6. Risk management, internal control, audit, compliance and Ombudsman						
134	The Fund and the Organisations should establish an effective system of risk management and internal control, which should provide reasonable assurance that the strategic and operating goals of the Fund and the Organisations will be achieved. This system should include corporate policies, procedures, norms of behaviour and actions, and governance methods and mechanisms established by the Board of Directors and the Executive Body of the Fund and the Organisations for the following purposes: 1) Optimal balance between the growth of the Organisation's value, profitability and associated risks; 2) Effectiveness of financial and economic activities and achievement of financial sustainability of the Company; 3) Safeguarding of assets and efficient use of Company's resources; 4) Completeness, reliability and accuracy of financial and management reporting; 5) Compliance with the requirements of the laws of the Republic of Kazakhstan and internal documents; 6) Proper internal controls for fraud prevention and effective support of both core and secondary business processes and analysis of results. The Board of Directors and the Executive Body ensures that a proper risk management culture is implemented in the Fund and the Organisations. The implementation and operation of the risk management and internal control systems in the Fund and the Organisations should be based on a clear regulatory framework compliant with best practice.	Validated policies and procedures in place		**Compliant**	The revised Risk Management System Policy was validated by BoD's resolution of 10 Sep. 2025, minutes No. 15/2025, item No. 18. The 2025 Risk Appetite, Risk Map and Risk Register were validated by BoD's resolution of 10 Sep. 2025, minutes No. 15/2025, item No. 19.	RMICS
135	The Board of Directors of the Fund and the Organisations defines principles of and approaches to the risk management and internal control system organisation. When doing so, they should take into account the goals of the system, best practice, and the Fund's methodology in the areas of risk management and internal control. The Board of Directors validates internal documents that define principles and approaches to the Organisation of the efficient risk management and internal control system demonstrating adherence of the company to the best practice of work in the sphere of risk management and internal control (integrated concept for structuring internal control system COSO, Concept (COSO) "Organisation Risk Management. Integrated Model" of the Committee of Sponsoring Organisations of the Treadway Commission, International Standard ISO 31000 "Risk Management. Principles and Guidance", International Standard ISO 31010 "Risk Management. Risk Evaluation Technique", etc.).	Methodology aligned.		**Compliant**	The RMS Policy is based on COSO, ISO 31000 standards.	RMICS

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
136	Effective risk management and internal control system in the Fund and the Organisations are designed to ensure there is a precise understanding of the rationale for, and acceptability of, the level of risk by employees, management, and the Company's bodies in the decision-making process. These systems are also designed to ensure that the Fund and the Organisations quickly respond to risks, and exercise control over their core and secondary business processes and day-to-day operations, and promptly notify relevant decision-makers of any significant weaknesses and areas for improvement. The principles of, and approaches to, organising effective risk management and internal control systems in the Organisation include: 1) Setting the goal and tasks of risk management and internal control system; 2) Structuring the risk management and internal control system to cover all levels of decision-making, taking into account the role of the relevant level in the process of developing, approving, applying and assessing the risk management and internal control system; 3) Establishing requirements for the organisation of the risk management process (approaches to determining the risk appetite, risk identification and assessment procedures, determining response methods, monitoring, etc.); 4) Establishing requirements for arranging the internal control system and implementing control procedures (description of key areas and essential components of the internal control system, assessment of the effectiveness and reporting in the area of internal control). The Fund and the Organisations should ensure that formal internal documents are adopted covering the role and tasks, and responsibilities of the Company's bodies, Revision Commission, Internal Audit and other units of the Company. Internal documents should also cover interaction between the units related to establishing risk management and internal control systems and ensuring they are effective. When validating internal documents in the areas of risk management and internal control, the Organisations' Boards of Directors should follow the Fund's relevant internal regulations. The Fund and Holding Companies should ensure that internal normative documents are adopted covering the responsibility of their Boards of Directors and Executive Bodies for establishing consolidated risk management and internal control systems and ensuring they function effectively.	Quarterly risk reports, validated by the BoD		**Compliant**	Key risk reports are reviewed by the BoD on a quarterly basis (minutes No. 3/2025, No. 15/2025, No. 21/2025, etc.).	RMICS, Audit Committee

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
137	The Executive Bodies of the Fund and the Organisations ensure that risk management and internal control systems are established and maintained, and that they operate effectively. The risk management process is integrated with the processes of planning (development plan and action plan, annual budget) and assessing the Organisation's performance (management reporting). Each Official of the Fund or the Organisation ensures that appropriate consideration is given to risks in the decision-making process. The Executive Body of the Fund or the Organisation ensures the employees have appropriate professional qualifications and experience to implement the risk management procedures. The Executive Body: 1) Ensures that internal management and internal control documents are approved by the Board of Directors and are duly implemented; 2) Ensures the establishment and effective functioning of risk management and internal control system through the practical implementation and uninterrupted execution of the principles and procedures of risk management and internal control; 3) Is responsible for implementing decisions of the Board of Directors and recommendations of the Audit Committee on risk management and internal control system; 4) Monitors risk management and internal control system to evaluate whether they comply with the requirements of respective internal documents; 5) Ensures that risk management and internal control processes and procedures are improved and take account of changes in the internal and external business environment.	Risk management integrated into planning.		**Compliant**	Risk management is integrated into planning (business plan, budget), and performance assessment.	Management Board
138	To implement the principles of internal control and effective risk management and internal control system, the Executive Body delegates powers, obligations and responsibilities for risk management and internal control procedures to managers of the lower level and/or Heads of structural units / owners of the business processes. The Heads of structural units/owners of business processes are responsible for developing, documenting, introducing, monitoring and improving risk management and internal control system in the functional areas they oversee. Organisational structure of the risk management and internal control system in the Fund and the Organisations (given scale and operating specifics) should provide for structural unit (structural units), responsible for risk management and internal control operating, the tasks of which include: 1) overall coordinating risk management and internal control processes; 2) development of guidelines in the sphere of risk management and internal control as well as rendering methodological support to the business process owners and employees in identification, documentation of risks, implementation, monitoring and improvement of control procedures, formation of action plans on risk response; 3) arranging staff training in risk management and internal control; 4) formation of the consolidated risk reporting and notification of the Board of Directors and Executive Body on matters provided by internal documents in the sphere of risk management and internal control; 5) holding measures to improve the risk management and internal control system.	Risk owners appointed.		**Compliant**	KMG has designated risk owners and business process owners. The RMICS operates as a structural unit.	Management Board

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
139	To ensure independence and objectivity of the Head of risk management and internal control, he/she should not be a risk owner. Combination of functions on risk management and internal control with functions related to the economic planning, corporate financing, treasury, investment activities and internal audit is not permitted. The risk management and internal control function may be combined with other functions only if doing so does not create a material conflict of interest. The risk management and internal control system of the Fund and the Organizations is based on a high culture of risk management conducted by the Executive Body, which provides for mandatory procedures for identifying, evaluating and monitoring all significant risks, as well as taking timely and adequate measures to reduce the level of risks that may negatively affect the achievement of strategic goals, the implementation of operational tasks and the reputation of the company.	Function independent.		**Compliant**	The RMICS reports directly to the Management Board, while its head is not a risk owner. It does not combine risk management with prohibited functions.	RMICS
140	Risk management procedures must ensure rapid response to new risks, their clear identification and determination of risk owners. In the case of unforeseen changes in the competitive or economic environment of the Fund and the Organisations, reassessment of the risk map and its compliance with risk appetite is undertaken immediately.	Timely response.		**Compliant**	The Risk Map is reassessed when the external environment changes, including in response to sanctions risks in 2025.	RMICS
141	For comprehensive and clear insight into adherent risks of the Fund and the Organisations, identification and risk assessment that are recorded in the risk register/risk map, action plan on risk response (improving processes, elimination strategy) to be validated by the Board of Directors are held on regular basis. A risk assessment results in measurable indicators in order to conclude if identified risks are in line with the validated risk appetite and to evaluate how the risks may impact the achievement of the Development Plan of the Fund and the Organisations.	Risk Register and Risk Map in place.		**Compliant**	The Risk Register and Risk Map for 2025–2026 have been validated by the BoD.	RMICS
142	Employees of the Fund and the Organisations should operate with risks on a day-to-day basis, manage them and monitor their potential effect of risks in their areas of responsibility.	Personnel engaged.		**Compliant**	KMG promotes a risk management culture through training and workshops.	RMICS
143	Information on risks should be an integral part of the managerial reporting. The Board of Directors and Executive Body should regularly obtain information on key risks, their analysis from the point of view of impact on the strategy and business plans of the Company. Validation of quarterly consolidated risk statements fall within the competence of the Board of Directors.	Risk reporting in place.		**Compliant**	Consolidated risk reports are validated by the BoD on a quarterly basis.	RMICS

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
144	In the Fund and the Organisations, sustainable development should be integrated into: 1) management system (Sustainable Development management systems include properly defined and documented roles, competencies and responsibilities of each body and all employees, to implement the principles, standards and corresponding policies and plans in the Sustainable Development); 2) development plan by integrating Environmental, Social, and Corporate Governance goals (ESG); 3) risk management system (the fund and the organisations are improving practices for managing environmental and climate risks associated with climate change); 4) investment decision-making process (it is necessary to integrate the practice of analyzing significant ESG factors and assessing ESG risks in order to identify investment risks and opportunities that are highly likely to affect the Fund's performance and investment efficiency); 5) the remuneration system of senior management and management bodies (the fund and the organisations develop and publicly disclose ESG goals, ESG target indicators are used to evaluate the performance of heads); 6) key processes, including planning (long-term, medium-term (5-year plan) and short-term (Annual Budget) periods), reporting, human resource management, investment, operations and other processes, as well as decision-making at all levels; 7) a system of regular interaction with stakeholders, which implies providing the meaningful and reliable information, ensuring the possibility of a bilateral dialogue, awareness of environmental hazards and risks associated with the activities of Portfolio Companies, the development of a flexible complaint mechanism. Holding Companies have a consolidated map of the Stakeholders for their groups and develop a relevant plan for their interaction with such Stakeholders. The Board of Directors and the Executive Body of the Fund and the Organisations ensure that a proper system of sustainable development has been developed and implemented. The Fund and the Organisations shall develop action plans in the field of Sustainable Development, taking into account international standards and best practices. The Board of Directors provides strategic guidance and oversees the implementation of Sustainable Development system. The Executive Body forms a plan and submits it for the consideration of the Board of Directors.	Sustainable development system and ESG KPIs in place.		**Compliant**	The Low-Carbon Development Programme until 2060 has been validated. Management KPIs include ESG indicators (CDP, ESG rating metrics).	Sustainable Development and Performance Management Department
145	It is recommended a Committee is established for the thorough preparation of matters in the field of Sustainable Development or delegating of ESG matters to the competence of one of the existing Committees under the Board of Directors of the Fund and the Organisation. The Audit Committee of the Board of Directors monitors risk in the area of Sustainable Development and the quality of non-financial information and reporting. All employees and officials at all levels contribute to Sustainable Development, implement principles and activities in Sustainable Development through personal conduct and compliance with relevant policies and standards. The Fund and the Organisations should take steps to adopt and adhere to the principles of sustainable development in their relationships with Partners.	ESG Committee in place.		**Compliant**	ESG matters fall within the remit of the HSE&SDC.	HSE&SDC

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
146	The Fund and the Organisations develop, validate, formalise and record control procedures in three key areas: operations, preparation of financial reports and compliance with the laws of the Republic of Kazakhstan and internal documents. Control procedures are documented system of events and actions on effective internal control over execution of targets, tasks and plans of the company, identification and improvement of irregular operations, as well as risk management, restriction and preventing and possible illegal actions from the part of officials and employees of the company. Control procedures should cover all governance and management levels. All employees of the Fund and the Organisations should comply with these procedures. Control procedures cover three key areas: operations, preparation of financial statements, and compliance with the requirements of the laws of the Republic of Kazakhstan and internal documents in order to: 1) Reduce the likelihood of risks occurring; 2) Prevent mistakes and/or, when they occur, determine them; 3) Identify and eliminate duplicated and excessive operations; 4) Identify weaknesses and areas for improvement; 5) Further improve internal control system.	Internal audit regulations and reports in place		**Compliant**	Internal control audits completed; action plans validated. IAS's reports are regularly reviewed by the Audit Committee.	IAS, RMICS
147	The Fund and the Organisations develop, validate, formalise and record control procedures in three key areas: operations, preparation of financial reports and compliance with the laws of the Republic of Kazakhstan and internal documents. Control procedures are documented system of events and actions on effective internal control over execution of targets, tasks and plans of the company, identification and improvement of irregular operations, as well as risk management, restriction and preventing and possible illegal actions from the part of officials and employees of the company. Control procedures should cover all governance and management levels. All employees of the Fund and the Organisations should comply with these procedures. Control procedures cover three key areas: operations, preparation of financial statements, and compliance with the requirements of the laws of the Republic of Kazakhstan and internal documents in order to: 1) Reduce the likelihood of risks occurring; 2) Prevent mistakes and/or, when they occur, determine them; 3) Identify and eliminate duplicated and excessive operations; 4) Identify weaknesses and areas for improvement; 5) Further improve internal control system.	Control coverage.		**Compliant**	The internal control system covers all levels of management and applies to all employees.	RMICS

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
148	The Board of Directors, in cooperation with the Audit Committee, are responsible for evaluating the efficiency and effectiveness of the risk management and internal control systems on an annual basis. The Board of Directors has its own opinion on its performance after proper and through study of information and assurance based on reports communicated to it by internal audit unit or external expert, Audit Committee and Executive Body.	Assessment conducted.		**Compliant**	The BoD and the AC assess the effectiveness of the RM&ICS based on reports from the IAS and external experts.	BoD, Audit Committee
149	The Board of Directors should regularly consider the organisation, functioning and effectiveness of the risk management and internal control system and, if necessary, make recommendations for its improvement. Introducing control procedures implies the development/updating of charts by business processes indicating the risks of the given process level and control procedures, developing/updating of the risk matrix and controls by business processes, testing of control procedures and assessing their performance, and developing action plans to further improve internal control systems. The responsibility for validating control procedures is assigned depending on the nature and significance of the risk which the control procedures are designed to mitigate.	Regular review.		**Compliant**	The BoD reviews key risk reports quarterly and issues improvement recommendations.	BoD
150	The Internal Audit Service (IAS) should be established in the Fund and the Organisations to provide the Board of Directors with independent and objectives guarantees and advices aimed at improving the risk management and internal control systems and corporate governance practices. The Fund's Board of Directors determines the size and the tenure of the IAS, appoints its Head, as well as early terminates his/her powers, sets the working procedures, remuneration and bonuses of the IAS employees. The IAS is directly accountable to the Fund's Board of Directors and is independent from the Fund's Executive Body. The key responsibilities of the IAS should include assessing the quality of the Fund's internal control and risk management system and reporting to the Board of Directors on the adequacy and effectiveness of this system. The main goal of the IAS is to help improve the Fund's performance.	IAS in place; audit plan validated by the BoD; reporting established		**Compliant**	The IAS operates and reports to the BoD. The 2026 Annual Audit Plan and the IAS Strategy for 2026-2028 were validated by BoD's resolution of 4 Dec. 2025, minutes No. 21/2025, items Nos. 25 and 21, respectively.	IAS, Audit Committee
151	The Fund shall establish the collegial executive body in the form of the Management Board. The Management Board is accountable to the Board of Directors and acting within its competence, as provided for in the Fund's Charter. The Fund's Board of Directors monitors the efficiency of the Management Board and the implementation of the resolutions passed by the Sole Shareholder and the Board of Directors of the Fund. The Government, as the Shareholder, appoints the Chief Executive Officer of the Fund and may terminate the appointment early. The Fund's Board of Directors elects the members of the Management Board. The Chief Executive Officer submits nominees for further consideration by the Fund's Board of Directors.	Management Board in place.		**Compliant**	KMG has a nine-member Management Board.	BoD

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
152	Internal audit in the Fund and the Organisations is performed through establishing a separate structural unit – the IAS (in a limited liability partnership, the internal audit functions is attributed to its Audit Commission / Auditor functionally accountable to the Supervisory Board. The goals, functions and tasks of the Audit Commission / Auditor and the way it interacts with the bodies of the Organisation should be defined through the principles contained in the Code and applicable to the IAS). The internal document of the company defines the Regulation on the IAS, its goals, powers, responsibilities. The internal document enshrines: 1) A commitment to comply with the principles, the code of ethics and standards of internal auditors established by International Institutes of Internal Audit; 2) The status, goals and tasks of the Company's internal audit; 3) Assurance concerning the independence, objectivity and professionalism of the IAS in order to achieve its goals and tasks, perform its functions and fulfil its responsibilities effectively; 4) Qualification requirements for the Head and employees of the IAS, including requirements for professional knowledge and skills, work experience, managerial experience (for Heads), as well as requirements for additional special training, confirmed by international certificates (internal auditors are recommended to demonstrate their professionalism by obtaining appropriate professional certificates and qualifications); 5) The scope and content of Internal Audit activities; 6) Right of access to documentation, employees and physical assets to perform respective tasks; 7) Rules of the IAS's interaction with the Board of Directors and the Executive Body as well as submitting reporting to the Audit Committee and the Board of Directors.	Regulation on the IAS in place.		**Compliant**	The revised Regulation on the IAS was validated by BoD's resolution of 4 Dec. 2025, minutes No. 21/2025, item No. 22.	IAS
153	To ensure the independence and objectivity of internal audit, the IAS should be accountable to the Board of Directors both organisationally and functionally. The Board of Directors approves the work plan and strategy of the IAS, determines its quantitative composition, the size and terms of labor payment and remuneration of the IAS staff. The organisational and functional accountability of the IAS to the Board of Directors mean that the Board of Directors: 1) Validates (following preliminary consideration by the Audit Committee) internal audit regulation and other policies setting goals, tasks and rules of the IAS activities; 2) Validates (following preliminary consideration by the Audit Committee) annual risk-based audit plan; 3) Receives (following preliminary consideration by the Audit Committee) quarterly and annual reports on the execution of the annual audit plan and other information about the IAS activities; 4) Validates (following preliminary consideration by the Audit Committee) decisions to appoint, terminate and remunerate the Head and employees of the IAS; 5) Considers (by the Audit Committee) significant limitations on the authority and scope of work of the IAS or other limitations that may adversely affect internal audit activities.	Reporting to the BoD.		**Compliant**	The IAS reports directly to the BoD, as confirmed by the BoD's validation of its plans and staffing decisions.	BoD, Audit Committee

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
154	The IAS should operate according to a risk-based annual audit plan validated by the Board of Directors. The results of audit reports and key findings, monitoring of the implementation of audit recommendations should be submitted quarterly for the consideration of the Board of Directors. The Board of Directors ensures timely consideration of the IAS reports and control over timely execution of audit recommendations.	Audit plan and reporting in place.		**Compliant**	The 2026 Annual Audit Plan was validated by the BoD. IAS's reports are reviewed quarterly.	IAS, Audit Committee
155	The Head of the IAS develops and maintains a programme of quality assurance and quality improvement, covering all categories of internal audit activities. The programme should include a compulsory internal and external evaluation of the IAS's performance. The Head of the IAS in organisations should develop internal documents regulating the activities of the subdivision based on the Fund's corporate standards on internal audit and ensure their consideration and validation by the Audit Committee and the Board of Directors. The Board of Directors should evaluate the effectiveness of the IAS, its Head and its staff, based on the IAS reports, meeting the deadline for execution of the annual audit plan and submitting reporting, evaluating the compliance of the reports with the standards and internal regulations of the IAS. Quality assurance and improvement programmes should be developed and implemented to assess whether the IAS's activities comply with the internal audit standards. The programmes should ensure regular internal and external assessments (for compliance with the standards, the Code of Ethics of Internal Auditors) as well as assessments of the efficiency and effectiveness of the internal audit function, and the identification of opportunities for improvement.	Programme in place.		**Compliant**	The internal audit quality assurance and improvement programme has been validated. An external assessment of the IAS is planned for 2026.	IAS
156	In accordance with the legislation of the Republic of Kazakhstan, the compliance function is carried out in the Fund and all companies of the Fund group, the task of which is to build an effective compliance system that provides reasonable assurance that significant compliance and corruption risks of the company are properly managed. The Compliance Service is designed to ensure meeting the anti-corruption legislation of the Republic of Kazakhstan, the adoption of compliance policies, as well as the formation of an internal corporate culture based on the principles of transparency and reliability in accordance with legislation and best international practices. The activities of the Company's Compliance Service are regulated by its internal documents. The Compliance Service must be independent from the company's management system. In the company, the Compliance Service is directly subordinated to its Board of Directors. To work effectively, the Compliance Service must have sufficient powers and resources, as well as regularly interact with the company's management body and report to it on a periodic basis. The Executive Body supports the independence of the Compliance Service and does not interfere with the performance of duties. The Head of the Compliance Service has relevant experience and is a senior manager. Conflicts of interest in combining another position in the company should be deleted.	Compliance function in place; accountable to the BoD.		**Compliant**	The Compliance Service has been established, reports to the BoD. The revised Regulation on the Compliance Service was validated by BoD's resolution of 4 Dec. 2025, minutes No. 21/2025, item No. 28.	Compliance Service

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
157	The Fund develops standards for business ethics, the Ombudsman's activities, and the effective system for reporting alleged breaches. The Boards of Directors of the Fund and the Organisations ensure these standards are implemented and complied with.	Code of Business Ethics and Ombudsman Regulation in place.		**Compliant**	The revised Code of Business Ethics was validated by BoD's resolution dated 11 Feb. 2025, minutes No. 1/2025, item No. 12. The Regulation on the Ombudsman is in force.	Compliance Service, Ombudsman
158	The Ombudsman should be appointed to comply with the principles of business ethics and resolve effectively social and labour disputes that may arise in the Fund and the Organisations. A candidate for the Ombudsman position should have an impeccable business reputation, high standing and the ability to take impartial decisions. The Ombudsman is appointed by the decision of the Fund's Board of Directors and is re-appointed every two years. The Ombudsman's role is to advise employees and parties to a labour dispute or conflict who seek advice, and help them develop constructive, mutually beneficial and practically feasible solutions compliant with the laws of the Republic of Kazakhstan (including confidentiality, if applicable). The Ombudsman's role also includes helping employees, the Fund and the Organisations to resolve social and labour issues and helping employees to comply with the principles of business ethics. The Ombudsman submits systemic problems identified by him/her that require relevant decisions (comprehensive actions), for consideration of the appropriate bodies and Officials of the Fund and/or Organisations and proposes constructive solutions to the problems. At least once a year, the Ombudsman reports on the results of his/her work to the Nomination and Remuneration Committee and the Audit Committee of the Fund's Board of Directors. The Committees assess the results. The Board of Directors of the Fund evaluates the performance of the Ombudsman and decides on either the extension or termination of the authorities of a person holding the position of the Ombudsman. The Fund's Management Board determines the location, terms and conditions of the Ombudsman's work, except for the matters of terms and conditions of the labor payment and remuneration. The matters of labor payment and remuneration shall be determined by an internal regulatory document approved by the decision of the Fund's Board of Directors. The Fund and the Organisations must adhere to high ethical standards and implement the necessary procedures to ensure that these standards are constantly applied by all employees and partners of the Fund and the Organisations. Notifications of potential breaches should be sent directly to the IAS or the Board of Directors of the Fund and the Organisation. The Executive Body and all its structural subdivisions, including the Security Service, should not impede the submission of notifications of potential breaches to the IAS or the Board of Directors.	Ombudsman in place; reappointment deadlines observed		**Compliant**	Y. Rakhimbergenov was appointed Ombudsman by the BoD. His term was extended by BoD's resolution of 2 Jul. 2025, minutes No. 12/2025, item No. 12, until 1 Jul. 2026.	BoD, Ombudsman

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
Chapter 7. Transparency of the Fund activities						
159	To respect the interests of their Stakeholders, the Fund and the Organisations should promptly and fairly disclose information about all important aspects of their activities, including financial performance, operational results and the structure of ownership and governance (management).	Information Policy in place, disclosure deadlines met		**Compliant**	Information Policy validated. All material facts are disclosed on the website, through KASE, AIX, via the fin. reporting depository.	Investor Relations Department
160	The Fund and the Organisations must promptly disclose information in accordance with legislation of the Republic of Kazakhstan and their internal documents. In order to ensure consistency of disclosure, the Fund and the Organisations should validate internal documents that define the information to be disclosed to Stakeholders, as well as the terms, procedures, methods and forms for disclosure, responsible officials and employees, their functions and obligations, and other provisions regulating information disclosure. The Fund and the Organisations determine the procedure on classifying information into access categories, the rules for its storage and use, and the list of persons who may be granted access to commercially sensitive or officially secret information. The Fund and the Organisations take measures to protect this information. The Fund and the Organisations promptly disclose information about their activities to Stakeholders in accordance with legislation of the Republic of Kazakhstan, this Code and internal documents.	Documents in place.		**Compliant**	The Information Policy and the Regulation on the Information Disclosure have been validated.	Investor Relations Department
161	The list of information disclosed to Shareholders (Participants) is given in Article 102 of the Securities Market Law, laws on business partnerships, partnerships, constituent documents and internal documents of a legal entity and the section “Transparency” of this Code. Shareholders (participants) and investors receive information about the Organisation’s activities through: 1) The Annual Report, including the Board of Directors’ report and the audited annual financial statements (the audit requirement applies only if it is specified in legislation of the Republic of Kazakhstan and/or the Organisation’s internal documents); 2) The Organisation’s corporate website, which should contain a separate section for Shareholders (Participants) and investors and disclose current information about the Organisation’s activities; 3) The Internet resource of the financial statements depository, stock exchange, containing the information provided for in clause 2 of Article 102 of the SM Law; 4) The option of obtaining information and documents through enquiries to the Organisation in accordance with legislation of the Republic of Kazakhstan, the Organisation’s incorporation and internal documents; 5) Press releases and other information materials distributed by the Organisation; 6) Briefings held by the Organisation; 7) Other means in accordance with the Organisation’s internal documents.	Shareholder enquiry response deadlines met.		**Compliant**	No requests for information were refused. Shareholder enquiries are reviewed within the prescribed 30-day period.	Corporate Secretary; Investor Relations Department Procedure in place.
162	Upon request of a Shareholder (Participant), the Organisation provides copies of documents specified in legislation of the Republic of Kazakhstan. When doing so, the Organisation should take into account restrictions related to the disclosure of commercially sensitive and other confidential secret/ information in accordance with legislation of the Republic of Kazakhstan and the Organisation’s internal documents. The fee charged for providing copies of the documents is determined by the Organisation and may not exceed the cost of their production and (if necessary) delivery to the Shareholder (Participant).	Procedure in place.		**Compliant**	KMG provides copies of documents in accordance with the law.	Corporate Secretary

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
163	The Shareholder (Participant) may send to the Organisation requests in writing regarding its activities and receive reasonable responses within 30 (thirty) calendar days following the date when the request is received by the Organisation, or another term set forth in the Organisation's Charter or internal documents of the Organisation. Upon the Shareholder's (Participant's) request, the Organisation provides copies of the requested documents, as stipulated in Article 80 of the Joint-Stock Companies Law. In order to protect trade secrets and other sensitive and confidential information, the Fund and the Organisations, in accordance with legislation of the Republic of Kazakhstan and the Charter, shall establish procedures to classify, store and use the information. The Fund and the Organisations should determine the persons who may be granted free access to commercially sensitive and confidential information, and take measures to protect confidential information. Persons who illegally obtained, disclosed or used commercially sensitive and confidential information are liable to reimburse losses and are responsible in accordance with legislation of the Republic of Kazakhstan.	Terms of office observed.		**Compliant**	Responses to shareholder enquiries are provided within the prescribed 30-day period.	Corporate Secretary
164	It is recommended that Organisations whose shares are traded on a stock exchange, establish Investor Relations Departments (or create the functions for the structural unit) responsible for collecting, analysing and preparing information that will be published on the corporate website of the Organisation. It is recommended to appoint a person with practical experience in the finance, understanding of the Organisation's industry, as the Head of this unit. Organisations whose shares are traded on the stock exchange should notify both Shareholders and issuers when acquiring or alienating major blocks of shares by more than 3% (interests subject to notification include direct and indirect ownership of shares and financial instruments having a similar economic effect).	IR division in place.		**Compliant**	KMG has an Investor Relations Department responsible for collecting, analysing and preparing information.	Investor Relations Department
165	An external auditor is selected through a competitive bidding process. The Audit Committee of the Board of Directors plays an important role in the selection process. The external auditor to be engaged does not render the Fund and the Organisations any consulting services that may jeopardise the auditor's independence. The Fund and the Organisations do not hire former members of the external audit team for management positions within two years following their resignation from the audit firm. The Fund and the Organisations disclose detailed information about the external auditor to be engaged. The Fund and the Organisations have regulations for selecting and interacting with the external auditor. The Fund and the Organisations approve documents regulating the relationship with the external auditor. The documents include the external auditor selection process, the powers and functions of the competition commission, the external auditor's other services in addition to the audit of the financial statements and other information, matters of the rotation of audit firms and their senior audit team members, and hiring former employees of the audit firm. It is necessary to rotate partners and senior staff responsible for the audit of financial statements at least once every five years if an audit firm renders audit services to the Fund and the Organisations for more than five successive years. Former members of the audit firm should not be a member of the Board of Directors, the Executive Body, the IAS, or be appointed to the position of a Chief Accountant or Chief Financial Officer within two years following their resignation from the audit firm.	Tender process conducted; independence requirements met		**Compliant**	The auditor for 2025-2029 (PwC) was selected through a competitive tender. The Audit Committee oversees auditor independence and non-audit services.	Audit Committee

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
	In order to assess the risks of the audit firm not being independent and to evaluate the potential quality of the audit of the financial statements and other information, it is necessary to disclose information about remuneration to the audit firm, including separately for the financial statements audit and non-audit services, as well as other information. In order to facilitate its search, this information should be available on the Organisation's corporate website and in its Annual Report. The Audit Committee of the Organisation's Board of Directors regularly (at least three times before the auditor's report is issued) meet the external auditor as part of the audit process. The external auditor has access to the Audit Committee to discuss audit issues. If there is no Audit Committee, the external auditor interacts directly with the Board of Directors and its Chair. The external auditor provides the Audit Committee with audit progress reports and information about audit results. The external auditor confirms its independence, the lack of financial interests in the Organisation, and the lack of significant influence of the total audit fee on the auditor's financial independence.					
166	The Fund, the Companies and the Organisations whose shares are traded on the stock exchange should prepare an annual report in accordance with the provisions of this Code and the best practices of information disclosure. Annual Reports shall be validated by the respective Boards of Directors. The Annual Report, which is well structured in a clear format and published in Kazakh, Russian and English, is one of the key sources of information for stakeholders. The Annual Report is prepared and published on the corporate website before the Annual General Meeting of Shareholders (Participants). The Board of Directors (Supervisory Board) should validate the Annual Report. The Annual Report should, as a minimum, contain the following: 1) A Report by the Chair of the Board of Directors (Supervisory Board); 2) A Report by the Head of the Executive Body; 3) Information about the Fund or the Organisation: general information; information about the equity structure including the following data: number and par value of issued shares (interests), a description of rights attached to the shares, the number and par value of authorised but unplaced shares, the composition of the Shareholders (Participants) and the number and percentage of ordinary shares (equity interest) they own, the procedure for disposing of ownership rights; the mission, the development plan, results of its implementation; market overview and the Organisation's position in the market; 4) Results of financial and operational performance for the year: review and analysis of performance against tasks set; operational and financial performance indicators; significant events and achievements; information about significant transactions; any financial support including guarantees obtained/to be obtained, from the state and any liabilities to the state and society incurred by the Fund or the Organisation (if not disclosed according to the IFRS); 5) Structure of assets, including subsidiaries/dependent organisations of all level, an overview of their financial and operational performance; 6) future goals and plans; 7) main risk factors and risk management systems;	Annual Report prepared; structure and content complete.		**Compliant**	The 2025 Annual Report includes all required sections.	Finance Department

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
	8) corporate governance: corporate governance structure; composition of Shareholders (Participants) and ownership structure; composition of the Board of Directors (the Supervisory Board), including qualifications and the selecting process, as well as about Independent Directors specifying the criteria of their independence; operating report of the Board of Directors (the Supervisory Board) and its Committees; information on compliance of the corporate governance practice with the Code principles, and explanations for any instances of non-compliance; composition of the Executive Body; the operating report of the Executive Body; officials' remuneration policy; 9) Sustainable Development. If there is a separate Sustainable Development report, reference to this report is possible; 10) Auditor report and financial statements with notes; 11) Analytical indicators and data included in the Annual Report which reflect comparable analysis and achieved progress (regress) in relation to the previous period (comparison with the values of similar indicators indicated in the last Annual Report). It is recommended that the performance indicators are published for a benchmark analysis against international companies in the same industry); 12) information according to the requirements of the leading stock exchanges. For Holding Companies, it is acceptable to prepare a single consolidated Annual Report covering the entire group. An Organisation of a Holding Company may prepare its own Annual Report.					
167	The Fund and the Companies publish the Sustainability Reporting, prepared according to the internationally recognized standards to provide clarity and transparency about their operations to their Stakeholders, taking into account the protection of information constituting official, commercial and other legally protected secrets. The Board of Directors approves the Sustainability Reporting. The methods of information disclosure to the Stakeholders include meetings with them, disclosure via mass media (publications, interviews) and the Internet, providing feedback via communication systems, establishing advisory boards and councils, answering questions to requests and so on. Public reporting should ensure timeliness, completeness, regularity, consistency, comparability, reliability of information, and allows assessing the effectiveness of risk reduction and the use of opportunities, based on data for at least the last 4 years. The Fund's companies should develop the practice of reporting on leading climate programmes. In the Organisations whose shares are traded on the stock exchange, as well as participating in ESG ratings, reporting indicators undergo third-party independent certification (verification). The Fund and the Organisations monitor the disclosure of information in the field of sustainable development to the Stakeholders and keep it up-to-date on the Internet resource.	SDR prepared in line with GRI, SASB, IFRS S2.		**Compliant**	The 2025 SDR has been published. It was prepared in accordance with GRI 11, SASB, IFRS S2, and independently assured.	Strategy and Performance Management Department

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
168	The corporate website is well structured, easy to navigate and contains information that is necessary for the Stakeholders to understand the activities of the Fund and the Organisations. The Fund and the Organisations regularly monitor the completeness and accuracy of information published on the corporate websites. The information published on corporate websites in the official state language, as well as the Russian and English languages, should be identical. The Fund and the Organisations appoint employees (or a structural unit) to be responsible for the completeness and accuracy of the information on the corporate websites. The corporate website includes the following information, as a minimum: 1) General information about the Fund and the Organisations, including the mission, main goals, tasks and business activities, equity capital, net worth, net income and number of employees; 2) Information on the development plan (at least, the strategic goals); core business activities; 3) The Charter and the internal regulations of the bodies, the Committees and the Corporate Secretary; 4) Information about the principles of ethics; 5) Information about risk management; 6) The dividend policy; 7) Information about each member of the Board of Directors, including: photograph (to be endorsed by the member of the Board of Directors), full name, date of birth, nationality, status of the member of the Board of Directors (Independent Director, Shareholder representative), functions of the member of the Board of Directors, including membership of Committees or Chairmanship of the Board of Directors, education, including main and additional one (name of educational institution, year of graduation, major, degree), experience for the preceding five years, main place of work and other current roles, professional qualifications, date of the first election to the Board of Directors and the date of the election to the current Board of Directors, the number and percentage of shares owned in affiliated companies, the Independent Directors' criteria; 8) Information on each member of the Management Board including photograph, full name, date of birth, nationality, title and functions, education: including main and additional one (name of educational institution, year of graduation, degree), experience for the preceding five years, professional qualifications, other employment, the number and percentage of shares owned in affiliated companies; 9) Financial statements; 10) Annual Reports; 11) Information about the external auditor; 12) Information about procurement activities, including the rules, announcements and results of the procurement processes; 13) Information about the share capital structure, including the number and par value of shares issued (interests), a description of the rights attached to shares, the number and par value of authorised but unplaced shares, the composition of Shareholders (Participants) and the number and percentage of ordinary shares (interests) they own, and the procedure for disposing of ownership rights; 14) Information about the asset structure, including information about affiliates at all levels, supported with a summary their business activities;	Corporate website maintained; information kept up to date		**Compliant**	The website www.kmg.kz contains all required sections, including About the Company, Investors, Sustainable Development, Corporate Governance, Procurement, etc.	Press Center

Code Clause No.	Code principles/provisions	Criteria for assessing compliance		Compliance status (select one option from the drop-down list)	Explanation of any deviation from the compliance assessment criteria	Responsible structural unit
	15) Annual calendar of Corporate Events; 16) Information about related parties transactions, including the parties to each transaction, their principal terms and conditions (transaction subject and price), and the body that approved the transaction; 17) Information about significant transactions, including data on the parties to the transaction, principal terms and conditions (transaction subject and price), and the body that approved the transactions; 18) Information about the sustainable development; 19) Information about the amount of validated dividend payments; 20) news and press releases. A Holding Company may have a single corporate website for the entire group. The Organisation of the holding company may make a decision on the availability of its own Internet resource.					

Abbreviations:

ARC – the Appointment and Remuneration Committee of the Board of Directors of KazMunayGas NC JSC;

Audit Committee – the Audit Committee of the Board of Directors of KazMunayGas NC JSC;

BoD – the Board of Directors of KazMunayGas NC JSC;

CGC – the Corporate Governance Code of KazMunayGas NC JSC, validated by the resolutions of the Extraordinary General Meeting of Shareholders of KazMunayGas NC JSC of 13 Oct. 2025 (minutes No. 3/2025, item No. 1);

CSS – the Corporate Secretary Service of KazMunayGas NC JSC;

EGMS – the extraordinary General Meeting of Shareholders of KazMunayGas NC JSC;

Fund – Sovereign Wealth Fund Samruk-Kazyna JSC;

GMS – the General Meeting of Shareholders of KazMunayGas NC JSC;

HSE&SDC – the Health Safety Environment and Sustainable Development Committee of the Board of Directors of KazMunayGas NC JSC;

IAS – the Internal Audit Service of KazMunayGas NC JSC;

KMG – KazMunayGas NC JSC;

KPI – key performance indicators;

Management Board – the Management Board of KazMunayGas NC JSC;

RMICS – Risk Management and Internal Control System;

RoK – the Republic of Kazakhstan;

SDE – subsidiary dependent entities of KazMunayGas NC JSC;

SDR – Sustainable Development Report;

SPMC – the Strategy and Portfolio Management Committee of the Board of Directors of KazMunayGas NC JSC.

Major and interested-party transactions

Major transactions[1]

In the reporting period, no transactions recognised as major transactions under the Law of the Republic of Kazakhstan On Joint Stock Companies and KMG's internal documents were made by the Board of Directors or the General Shareholders' Meeting.

Interested-party transactions[2]

In the reporting period, no transactions recognised as interested party transactions under the Law of the Republic of Kazakhstan On Joint Stock Companies and KMG's internal documents were made by the Board of Directors or the General Shareholders' Meeting.

[1] A transaction or a series of interrelated transactions resulting in the acquisition or disposal (or potential acquisition or disposal) by a company of property the value of which amounts to 25% or more of the total book value of such company's assets.

[2] Transactions where the issuer is an interested party and which involve the acquisition or disposal of property the value of which amounts to 10% or more of the total book value of the issuer's assets as of the date the issuer's authorised body resolves to enter into such transactions.

Glossary

ABAI (Advanced Base Artificial Intelligence Information System) — KMG's unified digital ecosystem integrating AI-driven modules to manage production processes.

ANRE (Autoritatea Națională de Reglementare în Domeniul Energiei) — Romania's national energy regulator.

APG — associated petroleum gas produced together with oil during the development of oil fields and generated during its production.

API Spec Q2 — American Petroleum Institute standard "Quality Management for Service Supply Organisations for the Petroleum and Natural Gas Industry".

AtJ — alcohol-to-jet technology for producing aviation fuel from alcohol.

BCMS — Business Continuity Management System.

CAPEX — capital expenditures on the construction, upgrading, and expansion of production assets.

Casing drilling — casing-while-drilling (CwD) to shorten well construction time and prevent emergencies.

CCUS — carbon capture, utilisation and storage.

CDP — Carbon Disclosure Project.

CNAIR (Compania Națională de Administrare a Infrastructurii Rutiere) — Romania's National Road Infrastructure Administration Company.

COSO — Committee of Sponsoring Organisations of the Treadway Commission (risk management and internal control model).

Country-by-Country Reporting (OECD Action 13) — a standard under the BEPS framework requiring multinational enterprises (MNEs) to report on allocation of income, taxes, and economic activity for each tax jurisdiction where they operate.

Co-processing — processing of plant-based feedstocks alongside fossil feedstocks in existing refinery hydrotreaters.

CPC — Caspian Pipeline Consortium.

CRMS — corporate risk management system.

Data lake — a centralised corporate repository that consolidates data streams from production facilities.

DNV (Det Norske Veritas) — a global certification and classification society.

ECD — equivalent circulating density, a parameter monitored during drilling.

EDD-ADU / EDD-AVDU — electrostatic desalting, dehydrating and atmospheric distillation units / electrostatic desalting, dehydrating and atmospheric vacuum distillation units (primary oil refining units).

EOR — enhanced oil recovery techniques for improving oil extraction rates.

EPC (Engineering, Procurement, Construction) — a type of a turnkey contract covering design, equipment procurement, and facility construction.

ESG — environmental, social, and governance factors.

FAR — fatal accident rate, reflecting the number of fatal incidents per unit of exposure.

FCA — Free Carrier, an Incoterm where the seller hands over goods, cleared for export, to the buyer's nominated carrier at a specified location.

FEED — Front-End Engineering Design, the basic engineering phase where technical solutions and project budget are developed before final investment decision.

FGP — Future Growth Project (Tengiz).

FID — Final Investment Decision, the point at which a project is approved for funding and construction.

Fishbones — a well completion technology that creates multiple branches radiating from the main wellbore to stimulate reservoir flow.

FPSA — Final Production Sharing Agreement (Karachaganak).

FPSO — a floating production, storage and offloading vessel used for offshore oil and gas production, processing, and storage.

GHGP — Greenhouse Gas Protocol, the global standard for measuring and managing GHG emissions.

GHG — greenhouse gases.

GJ — Gigajoule.

GPP — gas processing plant.

GRI — Global Reporting Initiative, which provides sustainability reporting standards.

GSU — gas separation unit.

GTU — gas treatment unit.

I-REC — International Renewable Energy Certificate.

IAS — Internal Audit Service.

IATA — International Air Transport Association.

ICD — inflow control devices used in well completions.

ICF SH&E Limited — a subsidiary of ICF, a global consulting services provider.

ICP — an integrity compliance programme aimed at ensuring ethical business conduct, compliance with anti-corruption requirements, ethical standards and the Company's internal policies.

ICS — Internal Control System.

IFRS — International Financial Reporting Standards.

IOGP — International Association of Oil & Gas Producers, which develops industry standards, guidelines and best practices in industrial safety, occupational health, and environmental protection.

JSC — joint-stock company.

JV — joint venture.

KT-I — carbonate horizon I.

LCDP — KMG's Low-Carbon Development Programme 2060.

LDAR — leak detection and repair, a programme/technology for detecting and repairing gas and methanol leaks.

Liquid casing — a drilling fluid additive that forms an impermeable layer on the wellbore.

LLP — limited liability partnership.

LNG — liquefied natural gas.

LOTO (Lockout/Tagout) — standards for locking out hazardous energy sources, preventing accidental equipment start-up during maintenance.

LPG — liquefied petroleum gas.

LTIR — lost time injury rate, reflecting the frequency of accidents resulting in lost work time per a set number of hours worked.

MET — mineral extraction tax.

MSCI — an international rating agency and index provider that assesses corporate ESG performance and assigns ESG ratings.

NCOC — North Caspian Operating Company, the operator of the Kashagan field.

NCSPSA — Production Sharing Agreement in respect of the North Caspian Sea.

NGL — natural gas liquids.

OECD — Organisation for Economic Co-operation and Development, an international forum of countries committed to shaping and promoting economic policy, standards and recommendations on sustainable development, corporate governance, and environmental responsibility.

OFAC — Office of Foreign Assets Control of the US Department of the Treasury.

OGCI — Oil and Gas Climate Initiative, an international initiative of leading oil and gas companies aimed at reducing greenhouse gas emissions, developing climate solutions and supporting the transition to low-carbon energy.

OGMP 2.0 — Oil and Gas Methane Partnership 2.0, a methane reporting framework.

OPEC+ — expanded cooperation format under the Declaration of Cooperation, bringing together OPEC countries and non-OPEC states (Azerbaijan, Bahrain, Brunei, Kazakhstan, Malaysia, Mexico, Oman, Russia, Sudan and South Sudan).

OPEC — Organisation of the Petroleum Exporting Countries, an international intergovernmental organisation of oil-exporting countries coordinating oil production policy to stabilise the global oil market. Members include Algeria, Congo, Equatorial Guinea, Gabon, Iran, Iraq, Kuwait, Libya, Nigeria, Saudi Arabia, UAE and Venezuela.

OPEX (Operating expenditures) — ongoing costs incurred by a business to maintain its day-to-day operations.

PAM — Privileged Access Management.

PRC — People's Republic of China.

Pre-FEED – Pre-Front-End Engineering Design.

Pre-FES — Preliminary Front-End Study.

PSA — production sharing agreement.

RES — renewable energy sources.

SAF — sustainable aviation fuel.

SDN OFAC list — Specially Designated Nationals and Blocked Persons List (US sanctions list).

SGP — second-generation plant (TCO facility).

Slant drilling — slant-hole drilling technology for developing high-viscosity oil at shallow depths.

Slim-hole drilling — a technology using smaller diameter boreholes to cut drilling expenses and the use of materials.

SOC — Security Operations Centre.

SPM — single point mooring.

SPP — solar power plant.

TCFD — Task Force on Climate-related Financial Disclosures.

TEU — twenty-foot equivalent unit.

TGP — third-generation plant (new plant at Tengiz).

Three Lines Model — three lines of defence model (in risk management).

TPM (Trusted Platform Module) — a hardware security module for computers.

UAV — unmanned aerial vehicle.

UN SDGs (United Nations Sustainable Development Goals) — global goals adopted by the UN aimed at ensuring sustainable economic growth, social justice and environmental protection by 2030.

USV — unmanned surface vessel (sea drone).

Well-being — the experience also known as wellness, prudential value or quality of life, refers to what is intrinsically valuable relative to someone.

WEPs — Women's Empowerment Principles, United Nations principles for promoting gender equality and expanding women's participation in economic and corporate activity.

WPMP — Wellhead Pressure Management Project (Tengiz).

WPP — wind power plant.

WTI —West Texas Intermediate, a benchmark US light sweet crude oil.

XDR — extended detection and response (in cyber security).

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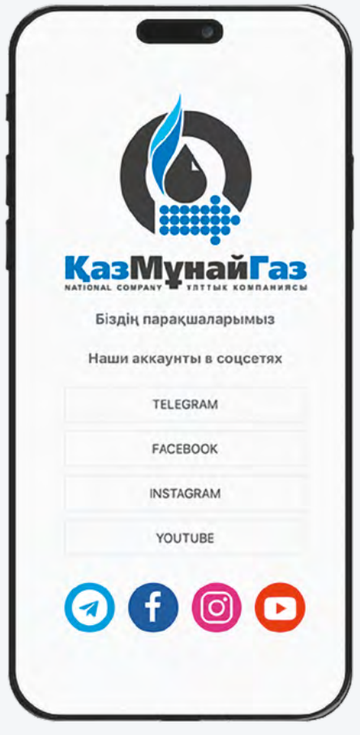
- KMG carries out all procurement of goods, works and services electronically via the Samruk-Kazyna dedicated procurement portal in accordance with the Fund's Procurement Procedure.
- KMG does not sell oil products.
- Please note that since 1 April 2019, filling stations are operated by the new owner, PetroRetail.

Hotline

You can report any violations of the Code of Conduct, including cases of corruption, discrimination, unethical behaviour and other violations. We guarantee confidentiality and anonymity in handling all reports.

Hotline
- Phone: 8 (800) 080 47 47
- WhatsApp: +7 (771) 191 88 16
- Web portal: www.sk-hotline.kz
- Email: mail@sk-hotline.kz
- The hotline is operated by KPMG as an independent provider.

Nysana Hotline
- Phone: 8 (800) 080 30 30
- WhatsApp: +7 (778) 120 99 11
- Web portal: nysana.cscc.kz
- Email: nysana@cscc.kz
- The Nysana call centre accepts toll-free calls concerning all social and labour violations 24/7.



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